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JORDAN

SURVEY FINDINGS OF NGOs AND CBOs - EFFORTS ON SOCIAL MARKETING, OUTREACH & COMMUNICATION - FINAL REPORT

Public Action for Water, Energy and Environment Project
PROSPERITY, LIVELIHOODS AND CONSERVING ECOSYSTEMS (PLACE) IQC TASK ORDER #5

Report No. 1

April 2010

This report was produced for review by the United States Agency for International Development. It was prepared by ECODIT for the **Public Action for Water, Energy and Environment Project**, Task Order No. EPP-I-05-06-00010-00.

AUTHORITY

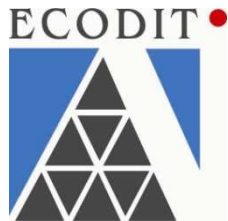
Prepared for USAID/Jordan under Prosperity, Livelihoods and Conserving Ecosystems (PLACE) Indefinite Quantity Contract number EPP-I-05-06-00010-00, Task Order #05, awarded September 1, 2009, entitled “Public Action for Water, Energy and Environment Project.”

This “Final Report on Survey Findings of NGOs and CBOs – Efforts on Social Marketing, Outreach and Communication” is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of ECODIT and do not necessarily reflect the views of USAID or the United States Government.

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PREFACE

The Public Action for Water, Energy and Environment Project (PAP) is a public education and behavior change communication program developed to support USAID's technical and policy investments in the Jordanian water and energy sectors, and to support specific initiatives in the environment, in particular with regard to solid waste. The project has been awarded to ECODIT, a US small business holding the Prosperity, Livelihoods and Conserving Ecosystems, or PLACE, Indefinite Quantity Contract with USAID.

PAP is a five years program that has been designed in three phases:

1. Data collection and assessment phase of 9 months ending July 31, 2010;
2. Participatory strategic planning phase of 3 months that will include dialogue with the relevant stakeholders; and
3. Implementation phase lasting about 4 years.

The first phase of the project (Assessment and Baseline Phase) is to be completed by the summer of 2010. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction and focus for behavioral change. ECODIT has divided this phase into the several rapid assessments. In addition to this survey of NGOs/CBOs, which was designed and implemented by Sandra Chesrown, Urban Planner/Consultant to ECODIT and Maha Dergham, Capacity building and NGOs specialist of PAP, other surveys of large consumers, youth, donors, households, commercial outlets, institutions including ministries, municipalities and utilities, and educational programs are on-going.

This report presents the findings of Survey #2 on NGOs and CBOs. The survey was designed to review NGO/CBO experience in communication/outreach, assess the capability of individual staff in the relevant NGOs and CBOs to use public and social media outlets for conducting social marketing programs, evaluate knowledge and skill sets of communication staff and identify gaps to be addressed by PAP as part of the project's capacity building activities, assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior change programs, and assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

In general, the purpose of the all the surveys that the project is undertaking in Phase I is to bring a behavioral perspective to the technical knowledge that already exists. It will do this in three ways:

1. Examine past and recent educational and social marketing efforts by USAID and other donors to see what worked, what remains of earlier initiatives and tease out the determinants for success
2. Review current needs and expectations in the three thematic areas (water, energy and environment in particular solid waste) that will help guide the project in changing behaviors durably in the future
3. Examine the implementation process itself to ensure that knowledge gained about the process of behavior change is institutionalized into the Jordanian agenda.

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ACRONYMS AND ABBREVIATIONS

Although an effort was made to reduce the number of acronyms used in this text, in some cases this was necessary. Whenever the acronym or abbreviation appears the first time it is defined in the text. The following list is provided for ease of reference by the readers of this document.

AED	Academy for Educational Development
AIESEC	Association Internationale des Etudiants en Sciences Economiques et Commerciales
ARIJ	Arab Reporter's for Investigative Journalism
AS/TA	Al Shajarah/Tree Association
AWC	Aqaba Water Company
BMPs	Best Management Practices
CBO	Community Based Organization
CCA	Community Centers Association
CMJ	Children's Museum of Jordan
COP	Chief of Party
CSBE	Center for the Study of the Built Environment
EGT	Entity Green Training
ERC	Electric Regulatory Commission
FOE	Friends of the Environment
FoEME	Friends of the Earth Middle East
FT	Fair Trade
GAM	Greater Amman Municipality
GBC	Green Building Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHGs	Greenhouse Gases
GIS	Geographic Information Systems

GNP	Gross National Product
GOJ	Government of Jordan
GTZ	German Technical Cooperation
HCCSD	Hayat Center for Civil Society Development
HFWR	Human Forum for Women's Rights
ICT	Information & Communications Technologies
IDARA	Instituting Water Demand Management
IUCN	International Union for the Conservation of Nature
JEP	Jordan Energy Program
JEPA	Jordan Exporters and Producers Association for Fruits & Vegetables
JES	Jordan Environment Society
JFBPW	Jordan Forum for Business & Professional Women
JHA	Jordan Hotel Association
JNEFI	Jordan Network for Environmentally Friendly Industries
JOHUD	Jordanian Hashemite Fund for Human Development
JHFDJB	Jordan Hashemite Fund for the Development of the Jordan Badia
JREDS	The Royal Marine Conservation Society of Jordan
JRES	Jordan Renewable Energy Society (ESTEDAMA)
JRF	Jordan River Foundation
JSSD	Jordan Society for Sustainable Development
JVA	Jordan Valley Authority
JWU	Jordanian Women's Union
KAP	Knowledge Attitude Practice (survey)
LEED	Leadership in Energy & Environmental Design (including water)
LID	Low Impact Development
LTTA	Long-term Technical Assistance

MC	Mercy Corps
MCM	Million Cubic Meters
MEI	Millennium Energy Industries
MIRRA	Methods for Irrigation & Agriculture
MoA	Ministry of Agriculture
MoEMR	Ministry of Energy & Mineral Resources
MoWI	Ministry of Water and Irrigation
MoE	Ministry of Education
MoEnv	Ministry of Environment
MoF	Ministry of Finance
MoIT	Ministry of Industry & Trade
MoMA	Ministry of Municipalities Affair
MoPIC	Ministry of Planning and International Cooperation
MoSD	Ministry of Social Development
MoTA	Ministry of Tourism & Antiquities
MoT	Ministry of Transport
MPWH	Ministry of Public Works & Housing
MSD	Madaba for Supporting Development
MWI	Ministry of Water & Irrigation
NEPCO	National Electric Power Company
NERC	National Energy Research Center
NES	National Energy Strategy
NGO	Non-governmental Organization
NGWU	Northern Governorate Water Utility
NHF- IFH	Noor Al Hussein Foundation (Institute for Family Health)
NTS	National Tourism Strategy

NWMS	National Water Management Strategy
NWMP	National Water Master Plan
PAP	Public Action Project in Water, Energy, & the Environment
PLACE	Prosperity, Livelihoods, and Conserving Ecosystems
PV	Photovoltaic (solar)
RAP	Rapid Assessment Procedures
RSCN	Royal Society for the Conservation of Nature
RSS	Royal Scientific Society
SABEQ	Sustainable Achievement for Business Expansion & Quality
SIYAHA	Jordan Tourism Development Project
SKM	Solar Key Mark
SM/C	Social Marketing/Communications
STTA	Short-term Technical Assistance
SWOT	Strengths, Weaknesses, Opportunities, Threats
TRC	Transport Regulatory Commission
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WAJ	Water Authority of Jordan
WCA	Water Conservation Association
WEPIA	Water Efficiency & Public Information for Action
WHO	World Health Organization
WIMS	Integrated Water Information Management System
WSD	Water Saving Devices
WUA	Water User Association
WWWI	Water Wise Women Initiative
YMWAA	Young Muslim Women's Association Centre for Special Education

EXECUTIVE SUMMARY

There is a primary need in Jordan for the country to create a culture of conservation, a new behavior and ethic that increases the number of Jordanians who practice water and energy conservation for decreased consumption of dwindling resources. There is also a need to improve solid waste management. In response to those needs, USAID funded the *Jordan Public Action in Water, Energy, and Environment Project (PAP)* under the Prosperity, Livelihoods, and Conserving Ecosystems (PLACE) IQC. The implementing contractor is ECODIT with AED as core Subcontractor. The PAP is a five year program. The main purpose of the project is to initiate and establish clear and identifiable behavioral changes amongst the Jordanian public and decision-makers, to lead to increased efficiency in the use of water and energy, and to improved solid waste handling practices.

A primary goal of the project is to institutionalize social marketing practices in NGOs and CBOs, as organizations that are often in the forefront of development based on their ability to reach target groups and remove barriers to change, so that they can become effective partners for the donors and governments and serve their communities better.

The PAP project builds on the successes of the USAID funded Water Efficiency and Public Education Project (WEPIA), which ended in 2005. The project approach allowed WEPIA to address water conservation and efficiency on a scale not previously attempted in Jordan, and the results of WEPIA showed that the problem of water conservation in Jordan is “behavioral rather than technical.” (Source: USAID Outreach press release). Three principal themes shaped WEPIA activities:

1. Long-term strategies can ensure that water conservation and efficiency measures continue into the future,
2. Sustainability is a dynamic expression of growth and change, not a static target that can be achieved,
3. Building capacity of local supervisory partners and colleagues will help strengthen relationships and alleviate challenges and constraints.

The first phase of the PAP project is the Assessment and Baseline Phase. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction in changing behavior. The purpose of the surveys is to bring a behavioral prospective to the technical knowledge that exists by:

1. Examining past educational and social marketing efforts by USAID and other donors to analyze what worked, what remains of earlier initiatives, and to understand the determinants for success.
2. Reviewing current needs and expectations in the three thematic areas – water, energy, and environment, particularly solid – that will help to guide the project in changing behaviors (towards conservation and improved management).
3. Examining the implementation process itself to ensure that knowledge gained about behavior change is institutionalized in Jordan.

This report regards Survey #2 of NGOs and CBOs. Referencing the Consultant’s scope of work, Survey# 2’s primary objectives are to review NGO/CBO experience in communication/outreach, assess the capability of individual staff in the relevant NGOs and CBOs to use public and social media outlets for conducting social marketing programs, evaluate knowledge and skill sets of communication staff and identify gaps to be addressed by PAP as part of the project’s capacity building activities, assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior

change programs, and assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

The survey was implemented during January and February of 2010. This report illustrates the survey results. One-on-one meetings, which usually lasted one hour, were held with 38 organizations, and questionnaires were given to respondents who were primarily managing directors, communications directors, or project managers. Of the 30 organizations, 27 were NGOs and three were environmentally allied, including NERC, GEF, and IUCN (Appendix 1). Eight were CBOs (Appendix 2).

Both environmental (eight) and non-environmental NGOs were interviewed, as previous USAID funded projects have shown that non-environmental NGOs can be capable partners in outreach (e.g. water savings). All 27 NGOs had a primary focus. Non-environmental NGOs included those that targeted social/economic development, women/human rights, youth, civil society development, agriculture, health, media, built environment, or hotels. Many had overlapping secondary focuses, as well.

Geographical balance was also part of the objectives of the survey, and although most of the NGOs were urban and based in Amman (some with secondary offices in Aqaba) and Madaba, many of them had strong reach into communities outside Amman, either through field offices, clubs, or existing ties to CBOs and communities. All eight CBOs were rural based, including one outside Amman city but within Amman governorate, three in the Jerash Governorate, two in the Madaba Governorate, one in the Jordan Valley, and one in Ma'an city. Their focus was on improving their communities, but some had environmental project experience, particularly water and energy, and they were chosen in coordination with GEF, Mercy Corps, JRF, and with regard to past WEPIA experiences.

The selected CBOs are a mix of CBOs that have previous experience in implementing water demand management projects mainly through Mercy Corps, the CBIWDM Project, and other CBOs that have different mandate but active and have a good reach such as the South Society and the Water Users Society. 7 out of the interviewed CBOs were CBOs based in rural areas including the one in Amman because it is in a very tiny village called a Shomarieh. Just one CBO can be considered as urban based CBO which is the South Society for Special Education. Moreover, one of the interviewed CBOs is cooperative which Al Deera Cooperative, while the other 7 CBOs are charitable societies.

After the interviews, the responses and the NGO/CBO communications materials were analyzed. Specific survey findings have been organized into a series of logically linked matrices in the report, followed by a narrative of analysis. The summary of findings below also discusses the residual effects of WEPIA, which appeared to have a strong impact at the five NGOs that received training for social marketing – they are still high level decision-makers who have dedicated communications staff and in one case an advocacy department:

- ***Gender of Respondents*** – Males seem to be in positions of authority at NGOs more often than females. 50% of the interviewed CBOs have members from both gender (male and female), one CBO has only females' members and the other three CBOs are just males societies. Mainly, the percentage of female members at the interviewed CBOs that have mixed gender of members (male and female) is less than the percentage of males at the same CBOs.
- ***Type of NGO*** – All but two were local and most have educational mandates. Primary focus in order of number of NGOs surveyed is environment, women, youth, agriculture, human rights, socioeconomic development, special education, tourism, the built environment, and journalism. Many have secondary focuses that overlap. Most of the CBOs have the main objective of implementing Economic Development projects, three CBOs are focusing on kids' activities and non-formal activities for children (Mleeh, Gafgafa, and Al Shomarieh). Jerasa and Mleeh societies has an agriculture focus in addition to

their main activities while the WUA is the only CBOs that only focusing on agricultural development. Mleeh society is targeting youth, women, families and farmers.

- **Stability**– Longevity of management is sometimes used as an indicator of organizational stability. Employment at least for the lead NGO respondent is stable, with an average of 7.8 years. Average age of the NGO is 16 years. In the CBOs, the management committees stay for more than 10 years in most cases. The average working years for management committees in the interviewed CBOs are 11 years. Most of the CBOs management committee is the founder committee and they are still managing the society. Specifically, in the CBOs it is very important to know that the management committee is re-elected by the local people; this is a good indicator that the local community is satisfied and they are straightforwardly dealing with the society. Moreover, 7 out of the interviewed societies can be eligible for raising fund and operate with donor requirements since they have 30 registered members and more, 5-7 members in the management committee, and they are all more that 2 years of experience.
- **Staffing** – There are four large NGOs with staffs ranging from 400-140 – JOHUD, RSCN, JRF, and JWU. Seven have less than 10 employees, averaging four. The remaining 14 NGOs are medium-sized. 13 had four or less in communications staff roles. Only RSCN had a large PR staff with 19. The majority (22) had written job descriptions although the level of work plan detail was unclear.
- **Reach into Communities** – 13NGOs or just less than half had strong ‘reach’ into communities through a variety of ways, i.e., regional offices, branches, clubs, community centers, relationships with CBOs, volunteers, etc. Seven NGOs had medium reach, with the remainder as either weak or start-ups. One CBO has a good reach in the community, this is The South Society for Special Education that has a branch in Aqaba and another one in Tafieleh and provides services to all the other cities in the south, especially Karak and Shobak. Moreover, the South Society has two mobile clinics; one is fully equipped and the other still needs the hearing aid system.
- **Web Sites & /Success Stories** – 14 NGOs recognized the importance of detailed and updated web sites (RHAS, JREDS, JES, RSCN, MC, FOEME, JEP, JOHUD, JHA, JRF, CSBE, NHF, HCCSD, and AIESEC0 and the remainder either had no web sites or had problems. No one of the CBOs creating a website for the society except Jerasa CBO that is a woman CBO and they are on the process of developing a website for their society. Currently, they are using the JWU website to publish their work. Furthermore, males are not using computer or access internet; however, all of them have computers in their homes with internet access but for the use of their children. Usually they have fair knowledge in using HTML but the majority of them have the ICDL certificate. Jerasa and the WUA are the only CBOs that have e-mail and they are using documenting their work on soft copies and using the MS word and Excel very often. The south society has well educated staff who is knowledgeable about computer programs.
- **Communications/Media and Campaigns** – in general, the PR and communication departments at the NGOs are running effectively through a qualified staff such as JRF and RSCN or managed under the executive director’s supervision such as JREDS. The RSCN is the only interviewed NGO that has a communication department that includes PR, Membership, Media, and communication units, in addition to, an advocacy unit within the policies department. JRF has a PR coordinator in each program who is one of the two main programs staff within JRF but his/her responsibility is to coordinate with the main PR and communication unit at the head office. 14 NGOs provided variety of communications material. In general, the majority of NGOs are using the brochures, leaflets and posters. Moreover, they are all agreed that TV especially the talk show programs and the street boards are the most effective tool to be used when speaking with the public. NGOs are hardly using the street boards because it is extremely expensive as they stated. In case the NGO is targeting specific area/local community they prefer to do a community gathering to announce their issue. On the other hand, mostly, the CBOs produce very simple

materials for outreach activities and usually it is designed in A4 papers and did totally by the CBO staff if they have their own printer. Moreover, the CBOs depending on local gathering and community meeting to announce for any new project or to assess the people needs and opinion. Five CBOs out of the total interviewed CBOs have a Communication Committee, but none of them have a written job description or work plan for these committees.

- ***Recommended Tools*** (printed, TV, radio) – All NGOs used email; a majority used websites, many used e-newsletters, and most produced booklets, posters, brochures, flyers, street boards, and banners for awareness campaigns. Very few used radio, and TV was viewed as expensive for advertising, but TV talk shows were a tool for pushing awareness. A few used films/DVDs and newspapers (Al Rai, Dastour, Jordan Times), and a few produced ‘souvenirs’ – t-shirts, caps, book bags, mugs, and a clock.
- ***Social Marketing outlets*** – Blog sites were the most popular, followed by Facebook, You Tube or Twitter. The environmental NGOs were the most likely to use social marketing outlets. No one of the CBOs is using the social marketing outlets.
- ***Training*** – Only five NGOs had an annual training plan, although nine others did training. The types of training and the numbers trained are listed in the report. Gaps were evident in social marketing, energy training, environmental curriculum writing, and fundraising. The most common certification was Training of Trainer (TOT), followed by Master Trainer and Project Management Professional. Surprisingly, 30% or eight NGOs had certified LEED specialists. Eight NGOs were well experienced with managing projects and grants, and have staff that has been trained in many forms of management – project, financial, M&E, etc. Some of the smaller organizations seem to be well run and well organized, with clear mandates and activities. Nevertheless, CBOs had trained on subjects that focused mainly on presentation skills, communicating with public, Participatory Rapid Appraisal, Need Assessment, Grants Management, and technical report writing, in addition to participating in awareness sessions. CBOs stated that they received training through JRF, MOPIC, MOH and through NGOs that conducted Qudorat project which is (NHF, NEF, JRF, and JOHUD). Moreover the technical training such as water saving, has been conducted through Mercy corps for the CBOs participated in the CBIWDM Project, and the recycling training course had been conducted through JES since 5 years ago.
- ***Understanding of Social Marketing*** - 14 respondents said they had never heard of social marketing; 8 had training in it– 5 through WEPIA, 1 through SABEQ, other two unclear. Three NGOs said they had heard of it but had no training, which they would like to take. None of the interviewed CBOs know the term Social Marketing and none of them had received any training on Social Marketing. Even Mleeh Society which was part of WEPIA Project did not know about social marketing.
- ***Membership Base & Volunteers*** – Total paying membership amongst all 27 NGOs is around JD 6630. There are few corporate members. Ten do not have any members. There appears to be a correlation between the size of the membership base and the annual fee, i.e., two of the largest NGOs required only 1-5 JD in annual fees. All except three NGOs had volunteers, but the numbers were sometimes small. All the interviewed CBOs have membership; most of them have the 30 members and more. The highest fees are collected by the WUA (JD 50), and then the cooperative society asked for 1000 share which cost JD 1 for each share.
- ***Staff Fundraising*** – Only three NGOs said they did not do organized fundraising. Mainly, all the CBOs in Jordan are not seeking for fund in the same process that NGOs do. CBOs either focus on one grant proposal each year, or submit proposals according to the opportunities.
- ***Partnering*** – JRF was the most active in forming partnerships, and environmental NGOs as a group most commonly partner with other NGOs. A few mentioned media partners, but few had corporate

partners. Nearly all partnered with the government. CBOs forms partnerships with NGOs that offers training, capacity building activities, and implement social-economic development. Also with ministries that offers direct fund or services to their local communities, and with donors who provided revolving funds and/or grants.

- ***Environmental Capabilities*** – There were nine NGOs with no environmental experience or training, and three of them were interested in training.
- ***Barriers to Change*** – Amongst the NGOs, collaboration, although increasing, is still a barrier. Most NGOs do not understand social marketing, nor have they had training. Legal problems include the new NGO law, which would implement additional control over NGOs. Corporate giving and membership numbers/fees are in many cases insufficient for financial sustainability. Actual numbers of volunteers are low. Few organizations have training plans, although most seem to understand the value of training courses. In the communities, CBOs indicated that there is a lack of awareness regarding energy, and a stronger awareness regarding water. An aging infrastructure makes grey-water implementation difficult. High up-front cost (solar) and a lack of knowledge and labeling re energy/water efficient appliances discourage purchase.

I.0 INTRODUCTION

Education alone does not alter environmental behavior. Conventional marketing tools and communication strategies can be effective in raising environmental awareness, and many successful programs have been implemented in Jordan. But in order to not only raise public awareness but also to systematically foster behavior change, USAID funded the *Jordan Public Action in Water, Energy, and Environment Project (originally called Outreach in Public Action)* under the PLACE IQC. The implementing contractor is ECODIT with AED as core Subcontractor.

The PAP is a five year program. The main purpose (goal) of the project is to initiate and establish clear and identifiable behavioral changes amongst the Jordanian public and decision-makers, to lead to increased efficiency in the use of water and energy, and to improved solid waste handling practices.

A primary objective of the project is to institutionalize social marketing practices in NGOs and CBOs, as organizations that are often in the forefront of development based on their ability to reach target groups and remove barriers to change, so that they can become effective partners for the donors and governments and serve their communities better.

The first phase of the project is the Assessment and Baseline Phase, to be completed by the summer of 2010. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction in changing behavior.

ECODIT has divided this phase into the following rapid assessments. In addition to this survey of NGOs/CBOs, which was designed and implemented by Maha Durgham, ECODIT NGO/CBO specialist, and Sandra Chesrown, Urban Planner/Consultant to ECODIT, other surveys of donors, households, large consumers (tourism and other industries), commercial outlets, institutions including ministries, municipalities and utilities, and educational programs are on-going.

Phase II of the project is the Design Phase, to include design of detailed action plans, communications strategies, and a grant program for which NGOs and CBOs will compete. The Design Phase will last through the summer of 2010. Phase III is the Implementation Phase, from early 2011 until 2014. ECODIT will work closely with local stakeholders to build capacity of CBOs, NGOs, governmental organizations, water and energy utilities, and local media and advertising institutions. The PAP will conduct eight campaigns, each of which could have multiple sub-projects associated with behavior change, and each campaign could use multiple partners to achieve their goals. In addition, Phase III could include workshops, study tours, and other special events, and will include cooperative efforts with the Children's Museum of Jordan.

2.0 NGO/ CBO SURVEY

The Public Action conducted the survey using two questionnaires; one for the NGOs and the second for the CBOs. Both questionnaires are achieving the same objective; however, the questions were adapted to the management structure of NGOs and CBOs. The survey was implemented during January and February of 2010. This report illustrates the survey results. One-on-one meetings, which usually lasted one hour, were held with 38 organizations, and questionnaires were given to respondents who were primarily organizational directors, communications directors, or project managers. Of the 30 interviewed associations, 27 were NGOs and three were environmentally allied organizations (listed in Appendix 1). Eight were CBOs (listed in Appendix 2).

2.1 Objectives, Design and Methodology

This report regards Survey #2 of NGOs and CBOs. Referencing the Consultant's scope of work, Survey #2's primary objectives are:

- Review NGO/CBO experience in communication and outreach going back five years,
- Assess the capability of individual staff in the relevant NGOs and CBOs to use public (radio, TV and newspapers) and social media outlets (Facebook, Twitter, local blogs) for conducting social marketing programs,
- Evaluate knowledge and skill sets of communication staff (including the use of success indicators) and identify gaps to be addressed by PAP as part of the project's capacity building activities,
- Assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior change programs using best practices in behavior change and social marketing theories,
- Assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

The survey was originally designed by the Consultant in November of 2009 as a draft document. It was reviewed and discussed at a December 2009 workshop by the ECODIT staff and other consulting firms who make up the project team. The Consultant received a detailed summary of their recommendations and inserted them into the re-design of the survey.

In January of 2010 the survey was again reviewed by the newly hired ECODIT NGO/CBO specialist, Maha Durgham. (The originally hired NGO/CBO Specialist was supposed to review and comment on the survey and provide the revised NGO list, the CBO list, and a directory of interview dates to the Consultant in December, but at the last minute she did not accept the job, so all of that work was completed in the field at the beginning of the field trip.)

Maha made comments that were incorporated into the third rendition of the survey. She also designed a CBO survey, which was given in Arabic and later translated into English. Maha developed the list of CBOs to be interviewed, including those who might be interviewed in the future. Following the interviews and compilation of NGOs' communications materials, Maha organized the library at the PAP office.

The survey methodology incorporated desk research and structured questionnaires. In November and December, 2009, the Consultant completed primarily web based desk research. The purpose of the desk research was to develop an understanding of donor projects and the Jordanian NGOs' past experience in energy, water, solid waste, and communication and outreach programs, in order to arrive at an appropriate NGO list of respondents. (General findings from the desk research and review of environmental reports were

not included in this report at the request of ECODIT, in order to present a concise report more fully focused on the survey findings.)

The Consultant then devised an appropriate sample of NGOs to be interviewed, and the ECODIT staff expanded and/or changed the list. The Consultant chose NGOs who were well known in furthering the cause of environmental issues or those who believe strongly in the cause of environmental conservation. The ECODIT staff added organizations that were not necessarily environmentally focused, but who were well experienced with CBOs and could effectively ‘reach’ into communities to improve or change behavior patterns. (Although there are up to 2500 NGOs in Jordan, it was agreed that the maximum number of surveys that can be done during a month’s field visit is not more than 36 NGOs and CBOs. Therefore, the sample of 27 is approximately 1% of Jordan’s NGOs, but they are believed to be representational. The surveys could be continued by the ECODIT staff in the field.) Although the December workshop participants recommended that focus groups be introduced for the CBOs to more closely orient the survey to their needs, no focus groups were held. In January, it was determined by the ECODIT staff that face-to-face one hour interviews with both NGOs and CBOs were more effective than focus groups, and that they allowed for targeted, personal interaction with the organizations and their staffs.

During the first week of the Consultant’s field visit in January 2010, Ms. Chesrown and Ms. Durgham pre-tested both the NGO and CBO questionnaires and further revised them based on that test. They continued to implement face-to-face interviews with key NGO/CBO staff, nearly always the organization’s management. When the NGO also had a director of communications, that person was also surveyed. In a few cases, a project manager was surveyed. The survey was primarily qualitative with a limited degree of quantitative analysis.

Most of the NGOs were urban and based in Amman, and a few of them had secondary offices in Aqaba. One NGO was based in Madaba. All of the CBOs were rural based and included villages and/or towns in a variety of governorates – Jerash, Amman, Madaba, and Ma’an – and the Jordan Valley.

The survey process continued until mid-February, and Ms. Durgham re-surveyed those NGOs which presented initial responses that required further clarification or expansion. A total of 27 NGOs, three non-NGO associations, and eight CBOs were interviewed. (A partial survey via a telephone interview was also held regarding CARE’s Permanent Agriculture Project, in order to gain additional information.)

2.2 Review of Pertinent Documents

Numerous reports regarding water, energy, and solid waste management were carefully read and reviewed, including soft web based articles, and hard copies - USAID reports, other donor reports, Jordan newspaper and magazine articles, and books on water conservation. The Consultant also read all of the communications materials that were provided by NGOs, including books, brochures, flyers, annual reports, etc., until the point of her departure from Jordan (about five NGOs provided information after her departure). (*See Appendix 5 – Bibliography*) In addition, the Consultant and the ECODIT/AED staff attended three workshops in Amman, featuring specialists, who provided technical data on water, energy, and solid waste management.

The report is presenting the survey analysis and findings through two main sections, the NGOs survey findings and analysis (1.3) and the CBOs survey findings and analysis (1.4).

2.3 NGOs Survey Findings & Analysis

One of the objectives of the survey is to provide a deep analysis of the NGO in order for the PAP staff to compare the findings with other research results and eventually to understand their profiles as representational of the larger civil society community. Because it is difficult to obtain in-depth information in a one hour interview, and because some of the NGO staff was not knowledgeable about their organization’s

history (e.g., JOHUD) in a number of cases the ECODIT NGO/CBO Specialist surveyed the NGOs again or followed-up through telephone calls and emails. The Consultant reviewed all the NGOs' web sites to try to fill gaps in the interviews.

Three matrices are detailed below, followed by a narrative of findings. Each matrix features categories directly related to the survey questions. In other words, the matrices are the logical tool to illustrate the survey findings and link them into topics – organizational profile and reach, training and communications, and financial sustainability.

2.3.1 Matrix A – Organizational Profile and Reach

The NGOs profiles including the gender of the person(s) being interviewed, his or her role, the number of years he or she has been at the NGO, the number of years the NGO has been operational, whether or not the NGO has educational outreach as part of its mandate, the number of staff employed by the NGO, whether or not they have written job descriptions, and whether or not they have training. Although three organizations surveyed – GEF, IUCN, and NERC – are not on the list (the Consultant was directed to remove them as they are not NGOs), they all have educational environmental mandates, and can be effective resource bases – both via funding and technical assistance, partners, and consultants (NERC). (Training is illustrated under Matrix B and Membership falls under Matrix C below as it relates to fundraising.)

MATRIX A - ORGANIZATIONAL PROFILE AND REACH

NGO	Gender (F or M) & Role	Years at NGO	Years NGO Operating	Educational Mandate (outreach) & Type of NGO	# of Staff	Written Job Description Work Plans	Reach into Communities
Royal Health Awareness Society (RHAS)	F Res. Dev. Officer	5	5 (2005)	Yes Youth Health Education	26	Yes	National reach working with 62 schools, est. 300 clinics, national health & traffic safety campaigns
Jordan Forum for Business & Prof. Women (JFBPW)	F CEO	2	34 (1976)	Yes Women	15	Yes	200 members, mainly urban women; focus on entrepreneurship & advocacy advantageous to policy-making
Royal Marine Conservation Society of Jordan (JREDS)	M Exec. Director	10	15 (1995)	Yes Environ. Secondary - Women, Youth, Tourism, Econ. Dev.	15	Yes (work plans not detailed)	Offices Amman & Aqaba School Environmental Clubs in Aqaba & elsewhere in Jordan. established skill base (WEPIA training) in social marketing, and continued advocacy of original and continuing mandate

NGO	Gender (F or M) & Role	Years at NGO	Years NGO Operating	Educational Mandate (outreach) & Type of NGO	# of Staff	Written Job Description Work Plans	Reach into Communities
Jordan Environment Society (JES)	M	16	22 (1988)	Yes Environ. (many secondary)	15	Yes (write their own)	total of 13 branches throughout Jordan, but perhaps not as active as in the past
Royal Society for the Conservation of Nature (RSCN)	M Dir. Gen. F Dir. Comm.	M – 15 F – 2	44 (1966 – NGO & some govt.)	Yes Environ. others secondary Mandate is to protect Jordan's biodiversity through protected areas - & legally responsible for hunting law enforcement	335	Yes (Could not get a copy – under dev.)	Amman & Regions 1000 nature conservation clubs – each with 30-40 members - and 6 protected areas, with the potential for five more protected areas, throughout Jordan Strong skill base in advocacy for biodiversity protection and sustainability of original mandates
Mercy Corps	M Dep. Country Dir.	2.5	8 (2002 in Jordan)	Yes Intl./Social development	24	Yes (98%)	Small in Jordan but allied with larger NGOs & linked to 95 CBOs each with 50 adult members
Friends of Earth Middle East (FOEME)	4 Males Incl. Chair, Dep. Dir. PM	Chairman – 16 Deputy – 10 PM – 1	16 (1994)	Yes Environment	16 Jordan 55 region	Yes provided	Regional focus and representation
Tree Assoc./Al Shajarah	M General Manager	3	3 (2007)	Yes Environ.	5	Partial	Start-up but focused on face-to-face interaction with rural communities
Jordan Exporters & Producers Assoc. for Fruits & Vegetables (JEPA)	M Executive Director	5	16 (1994)	Yes Agriculture	10	Yes provided	200 members many with farms in the Jordan Valley

NGO	Gender (F or M) & Role	Years at NGO	Years NGO Operating	Educational Mandate (outreach) & Type of NGO	# of Staff	Written Job Description Work Plans	Reach into Communities
7	M Dir NRM F Dir Comm. M Deputy Executive Director.	One month, one week, 2 years?	33 (1977)	Yes Interview said socio-economic dev. – web site says women, youth, rural & urban comm./ economic dev., disabled environment, agriculture tourism health, as secondary	400	Yes (did not provide sample- (under development))	Well established but i re-organizing with associated staff turnover 50 community centers throughout Jordan Operations include ZENID (training communities), Small Bus. Dev. Centre – trained 3000, Pr. Basma Youth Centre – teaches youth skills in media, Q. Alia Social Work Camp. Raises awareness with youth 98.5 FM Radio Farah al Nas – broadcast network to 3 million Amman & Zarqa
Young Muslim Women's Assoc. (YMWA)	F Director	5	36 (1974)	Youth Special & voc. ed. Awareness for parents	60	Yes (did not request sample)	Excellent work with raising awareness on special needs but ltd. focus (their school children's parents – not interested in national focus)
Jordan Hotel Assoc. (JHA)	M General Manager	1	41 (1969)	Yes Tourism	12	Yes (did not request)	Established organization with ltd. stakeholder base – hotels only; however, membership is mandatory so there are 400 hotels, and hotels are major water and energy consumers

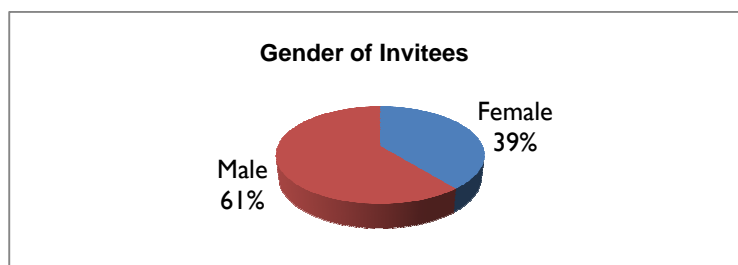
NGO	Gender (F or M) & Role	Years at NGO	Years NGO Operating	Educational Mandate (outreach) & Type of NGO	# of Staff	Written Job Description Work Plans	Reach into Communities
Jordan River Foundation (JRF)	M – PM F – PC M – PC F – Communication. Manager F – Communication. Coordinator	3 – 2-5 years 2 – 7 years (web site states low turnover rate— females - 2006 7% 2007 5% 3% for males	Society (1988) NGO (1995)	Yes Youth women economic development; also environment	212	Yes (provided)	Linked to 130 CBOS throughout Jordan – working in 24 areas/12 governorates; established skill base in working with youth and women in economic development, community. Empowerment, & in other areas – ecotourism, environment. Stewardship
Jordan Network Environment. Friendly Industries (JNEFI)	M Advisor	11	11 (1999)	Said no Environ.	0	NA	network only, not program based
Hayat Center for Civil Society Dev. (HCCSD)	M Gen. Director	4	4 (2006)	Yes Youth Civil Society (women, environment, economic development.	13 full 2 part Time	Yes (provided)	3 branches (Amman, Irbid, Karak) with committees of 7-11 people in each governorate with 100-150 volunteers
Center for Study Built Environment (CSBE)	M Director F Plan. Officer	10 4 - low turnover Rate	Non-profit company, not NGO (1999)	Yes built environ. A&E Urban planning	3 FT 1 PT (Dir.)	No	Although small, technically very strong skill base (eg. Aqaba green house, Amman Xeriscape park, grey-water book)
Community Centers Assoc. (CCA)	M Pres. F Exec Dir.	31	31 (1979)	Yes women youth community development	42	Yes (did not ask)	3 branches (Jabal Nuzha and Sweileh in Amman, and Aqaba)
Jordan Society for Sustainable Dev. (JSSD)	M Project Manager	7	13 (1997)	Yes Environment. (women, tourism health secondary)	9	Yes (did not ask)	2 branches (Amman Aqaba)
Jordan Renewable Energy Society (JRES)	M Vice Chair	Less than 1	Less than 1 (2009)	Yes Environment. (but no programs)	2 + 3 volunteers	No	start-up

NGO	Gender (F or M) & Role	Years at NGO	Years NGO Operating	Educational Mandate (outreach) & Type of NGO	# of Staff	Written Job Description Work Plans	Reach into Communities
Methods for Irrigation & Agriculture (MIRRA)	M GM	3	3 (2007)	Yes Agric.	15	No	New NGO with good start-up activities; narrow focus with ability to credibly reach out to farmers and often visit the JV
Noor Al-Hussein Foundation (NHF) Institute for Family Health	F Executive Director	6	25 for NGO (1985) The IFH started (2004)	Yes (IFH – health; others programs women)	50	Yes, but not specific for communication, it is more for outreach.	Comm. Dev. Program trained 12,000/126 CBOS; Tamweelcom (USAID) has 15 branches/trained 75,000; strong skill base in working with health, women, and community development
Human Forum for Women's Rights (HFWR)	F President	13	15 (1995)	Yes (women)	1 (80 members)	No	Small with only one staff member
Jordanian Women's Union (JWU)	F (3) GM, PM, PC	20 GM Less PM, PC	20 (1945 orig. 1981 dissolved 1990 Registered)	Yes (human rights)	140	Yes (did not ask as will not work with USAID)	3000 paid members, 14 branches
Madaba for Supporting Development (MSD)	M GM	6	6 (2004)	Yes (women youth environment.)	4	Yes (detailed)	500 people in local network
Arab Reporters for Investigative Journalism (ARIJ)	F Exec. Dir.	4	4 (2006)	Yes (journalism)	5	Yes (did not ask)	Nationally and regionally focused; important to changing behavior
Intl. Platform for Young People to Explore & Develop Leadership Potential (AIESEC)	F President	4	4 (2006)	Yes (youth)	5	No	Focused on youth - important target market
Hashemite Fund for Development of Jordan Badia (HFDJB)	M (2) Director Head Planning Dept.	3 2	4 (2006)	Yes (Environment. Economic development)	35	No (under development)	new NGO; departments not yet developed

Analysis of Matrix A – Organizational Profile and Reach (27 NGOs)

- **Gender of Respondents** – Females – nine interviews; males – 14 interviews, and a mixed group of females and males – five. Based on this survey, males are more commonly NGO spokespersons. However, the sample is small, and therefore this statement is speculation.

Figure 1: GENDER OF INTERVIEWEES (FROM NGOS)



- **Type of NGO** - All of the NGOs listed above are local, except for Mercy Corps, which is a local branch of a US based NGO, and FOEME which is international and a regional umbrella organization, covering Jordan, Israel and Palestine. The NGOs' primary mandates includes: nine are targeting the environment, five are targeting women (women & youth, women & health), four of them are targeting youth, two are targeting agriculture, one is targeting a variety of topics (Mercy Corps), and one of each is targeting human rights, socioeconomic development, special education, tourism, the built environment, and journalism. Many have secondary focuses that overlap. (Three other interviews were used for information only and were deleted from the charts, as they are not NGOs but rather donors (GEF), semi-governmental (NERC), or international union (IUCN).)

Table 1: THE MAIN FOCUS FOR THE INTERVIEWED NGOS

Women focus	Env. Focus	Energy focus	Human rights focus	Health focus	Agr. Focus	Youth focus	Media focus	Socio-eco. Focus	Hotel focus
JFBPW	CSBE	JRES	MSD	RHAS	MIRRA	AIESEC	ARIJ	JRF	JHA
YMWACSE	JREDS	NERC	HCCSD	NHF, IFH	TREE			JOHUD	
HFWM	JSSD				JEPA			CCA	
JWU	JES							MC	
	RSCN							JHFDJB	
	JNEFI							GEF	
	JRES								
	FOME								
	IUCN								

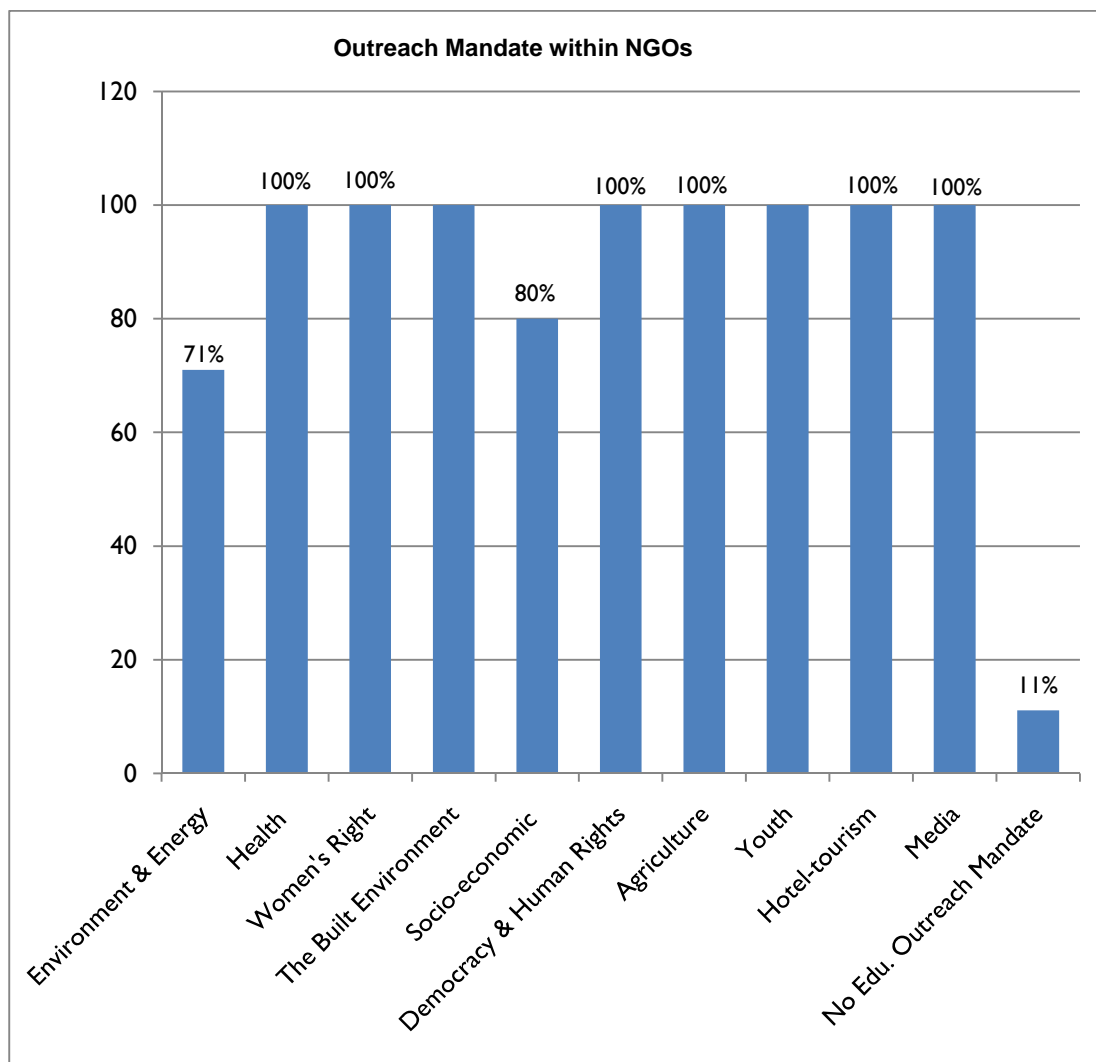
- **Stable Employment** – Employment at least for the lead spokesperson at the interview is stable, with an average of 7.8 years.
- **Sustainability** – Most of the NGOs are well established, with the average age of 16 years of operations. Eight of the NGOs had five or less years of experience. Particularly, the older NGOs had very established skill bases and have adhered to their mandates over time (JREDS, RSCN, NHF, perhaps JOHUD). Out of the interviewed NGOs, just one NGO (JRES) has less than one year of experience. MIRRA has almost one years of experience but it is not totally new since it was originally the MRA department at the French embassy for 13 years and then become a dependent local NGO.
- **Educational Mandate** – All of the NGOs except JNEFI responded positively to having educational mandates (although I would argue that a network organization has an educational but not a programmatic mandate). According to the survey, MC has no educational outreach mandate; this is was Mr. Omar Al Hmoud answer. JRES is planning to create outreach mandate as described in the analysis of figure II. Three of the interviewed NGOs have no educational outreach mandate; these are JNEFI as it is an e-network and there is no programs conducted at this stage, JRES as it is a newly started NGO, and Mercy Corps. JRES has no programs currently but the interviewee stated that the society is planning to focus on investments of technical transfer, create awareness towards renewable energy, work with academics to develop technical research, working with public legislation, and communicate with the private sector to bring their investments, additionally; the society will work with schools on energy conservation subjects. Five of the environmental focus NGOs have outreach mandate. All the agriculture and energy conservation focus NGOs, the health NGOs, and the women's right focus NGOs have an educational outreach within their mandate. Four of the socio-economic development focus NGOs have outreach mandate. In general, 12 NGOs have specific educational outreach mandate and they are listed in table 2.

Table 2: THE EDUCATION OUTREACH MANDATE OF 12 INTERVIEWED NGOS

NGOs	The outreach mandate of the NGO
RHAS	Established to help Jordanians adopt healthy lifestyles and behavior; raise health awareness
JFBPW	YES/also have community center branches including E. Amman (voc training), Jerash – focused on advocacy/business incubators
NERC	Train NGOs, industries, engineers
The Tree	Awareness in schools & with Min of Agriculture/Forestry Division
JEPA	Their national mandate is to improve exports, both quality and quantity; if the organization dissolves, the assets will go to the Min. of Finance
YMWA	Parents only - 4 main sections – early intervention (training parents to deal with handicap), pre-school, school includes mild handicapped, vocational education (wood, ceramics, agriculture – annual exhibit in April and a showroom)
JRF	Through activities related to awareness, capacity building, and advocacy.
CSBE	Professionals/public training & awareness on the built environment
MIRRA	Awareness and training is the main activities
IUCN	It is a scientific based organization that works to create linkages between NGOS and governmental institution
NHF-IFH	Awareness in community and capacity building for service providers. Provides the Jordanian Universities students with practical training on nursing, early child hood, special education activities, social work, counseling
JHFDJB	Not through training and awareness programs. The Badia Fund believes in one- to-one coaching

In percentage, figure II present the percentage of the NGOs that have outreach mandate according to their specializations and out of the total number of interviewed NGOs.

Figure 2: OUTREACH MANDATE – NGOS



- **Staff Size** – There are three large NGOs. The largest is JOHUD with 400 staff; next is RSCN with 335 staff; next is JRF with 212 staff; and next is JWU with 140 staff. Seven of the NGOs are small with staffs under 10 people, averaging 4 people. The remaining 14 NGOs are medium sized, with eight having staffs of 10-16. The other medium sized NGOs have staff sizes of 24, 26, 35, 42, 50 and 60.

Table 3: PRESENTS THE NUMBER OF STAFF EMPLOYED AT THE INTERVIEWED NGOS

NGO	Number of staff employed	NGO	Number of staff employed
JHFDJB	35	MIRRA	15 (10 project based but full timers and 5 are admin or technical staff members)
AIESEC	5	JRES	0
ARIJ	5	JSSD	9
MSD	4	CCA	42
JWU	140	CSBE	2 full time and one part time
HFWR	1 full time (just the president)	HCCSD	13 full time, and 2 part-time
IFH	50	JNEFI	0
JES	15	JRF	212
JHA	12	Tree	5
YMWA	60	FOEME	16 in Jordan and 55 in region
JOHUD	400	Mercy Corps	24
JEPA	10	JFBPW	15
RHAS	26	RSCN	335
JREDS	15		

- **Written Job Descriptions & Work Plans** – The majority (22) had written job descriptions for their staffs, although it wasn't always clear how detailed the work plans were.
- **Reach into Communities** – JRES has depth with specific audiences PAP might like to reach; One NGO is based in Madaba and has a very good network with all the CBOs at Madaba, 26 NGOs based in Amman, and 4 NGOs (JREDS, JSSD, CCA) based in Amman with branches in Aqaba. Moreover, the HCCSD is based in Amman and has two branches one in Karak and one in Irbid. One NGO (JOHUD) has 50 community development centers, and one NGO (RSCN) has eight environmental sights and nature reserves areas in Ajloun, Dibein, Azraq, Dead Sea, Amman-Al Shomaria, Wadi Al Mujib, Fynana-Wadi Araba, and Tafielah- Dana. On the other hand, JRF is working in 24 areas – 12 governorates- all over Jordan. JRF has one branch in Aqaba, but work closely with the communities through 130 CBOs. JES has 13 branches all over Jordan. The HCCSD, has 100 volunteers all are youth and working closely with the center from the north and the south of Jordan. It is important to mention that one NGO is youth focus (AIESEC) and two NGOs (HCCSD, MSD) are democratic and human rights focus but they are working with youth to achieve their goals. Mainly all the NGOs have main offices in Amman except MSD which based in Madaba. JRF and JOHUD are big NGOs in terms of their reach that covers almost the whole country and have specialized centers for projects related to youth initiatives such as The

Princes Basma Youth Resource Centre / JOHUD, and a community development centers such as Queen Rania Family and Child Center/JRF and Queen Zain Al Sharaf Institute for Development/ JOHUD in Amman, through their centers JRF and JOHUD worked with the local community around their centers.

Table 4: PRESENTS THE GEOGRAPHICAL REACH OF THE SELECTED INTERVIEWED NGOS AND THEIR PROGRAMS

NGO Title	Main Office	Branches	Key Programs
Royal Health Awareness Society (RHAS)	Amman		Health Awareness, TV spots and cartoons
Jordan Forum for Business & Professional Women (JFBPW)	Amman		
Global Environment Facility, Small Grants Program (GEF)	Amman		
The Royal Marine Conservation Society of Jordan (JREDS)	Amman	Aqaba	
Jordan Environment Society (JES)	Amman	13 branches in Jordan	Awareness Recycling
The Royal Society for the Conservation of Nature (RSCN)	Amman (2 offices)	Wadi Araba, Tafielah, Azraq, Ajloun, Balqa, Wadi Al Mujib, Dead Sea	Biodiversity conservation and integrate its conservation with socio-economic development.
Mercy Corps	Amman		Community based initiative for water demand management, integrating the Iraqi refugees into the Jordanian society
Friends of the Earth Middle East (FOEME)	Amman	Regional Office in Palestine	Saving the Dead Sea; now Rehab the River Jordan and Good Water Neighbors
National Energy Research Center (NERC)	Amman		The energy efficient street and household lighting Project. Trained youth, women, municipalities & five star hotels in energy conservation. Conducted energy audits at Ministries. Apply Energy labels. Trained regionally
Tree Association (Al Shajarah)	Amman		Expand the green areas
Jordan Exporters and Producers Association for Fruits and Vegetables (JEPA)	Amman		Starting partnership for Organic farming Implement BPs in irrigation. Trying to use solar for pumping water for agriculture and in greenhouses

NGO Title	Main Office	Branches	Key Programs
Jordan Hashemite Fund for Human Development (JOHUD)	Amman	50 community centers covered the 12 governorates (14 centers are in the main cities and 36 satellite centers)	Nature Resource Managemnt Program Queen Alia Social Work Competition The Good Well Campaign The Small Business Development Center The Princes Basma Youth Resource Centre The Queen Zain Al Sharaf Institute for Development
Young Muslim Women's Association (YMWAA)	Amman		Center for Special Education
Jordan Hotel Association (JHA)	Amman		Hotel Ranking and Management
Jordan River Foundation (JRF)	Amman	Queen Rania Center for Community Empowerment in Aqaba. Working with 130 Community Based Organizations	Queen Rania Family and Child Center. Child Safety Center (Dar Al Aman). The Community Empowerment Program. The Capacity Building and BDS Unit Youth Initiatives Program Organic Farming and Medical Herbs Planting Madrasati Imitative
Jordan Network for Environmentally Friendly Industries (JNEFI)	e-network		Clean industry, working with small factories.
Hayat Center for Civil Society Development (HCCSD)	Amman	Irbid, and Kerak	
Center for the Study of the Built Environment (CSBE)	Amman		Environment – arch., planning, water & energy conservation – focused on technical not social development
Community Centers Association (CCA)	Amman	Other than the Head Office; one in Amman (Sweileh) and one in Aqaba	Women and youth empowerment through social services
Jordan Society for Sustainable Development (JSSD)	Amman	Aqaba	Bird Observation Conservation/biodiversity, Public health, Eco-tourism, Economy/empowerment of women, Advocacy.

NGO Title	Main Office	Branches	Key Programs
Jordanian Renewable Energy Society – ESTEDAMA(JRES)	Amman		no programs, but the society planning to focus on investments of technical transfer, create awareness towards renewable energy, work with academics to develop technical research, working with public legislation, and communicate with the private sector to bring their investments, additionally, the society will work with schools on energy conservation subjects.
Methods for Irrigation and Agriculture (MIRRA)	Amman		Awareness and training is the main activities Moving the barriers to effective irrigations and to the use of treated waste water on the irrigation
Intl. Union for The Conservation of Nature (IUCN) – Regional Office for West Asia (ROWA)	Amman	Regional Offices in Palestine and Israel	Scientific based organization that works to create linkages between NGOs and governmental institution Bio-diversity program contains the climate change project which focused on three subjects; renewable energy, eco-systems, and green buildings. Implement 4 projects for water conservations focused on hygiene, maintenance, water domestic use, water harvesting.
Noor Al-Hussein Foundation (NHF)	Amman	Institute for Family Health in Amman which conduct an on-going counseling days for 11 CBOs through mobile teams	Awareness in community and capacity building for service providers. Provides the Jordanian Universities students with practical training on nursing, early childhood, special education activities, social work, counseling
Human Forum For Women's Rights (HFWR)	Amman		No programs
Jordanian Women's Union (JWU)	Amman	14 branches	Do not accept to work with USAID funded project
Madaba to Development (MSD)	Madaba	500 people are in their direct network	build capacity of local CBOs Madaba governorate Jordan Youth Achievement Anti-violence Against Women & Children Beautiful Cities
Arab Reporters for Investigative Journalism (ARIJ)	Amman	Regional Offices in Egypt, Syria, Lebanon, Yemen, Palestine, and Iraq	Their purpose is to be a vehicle for change in investigative journalism, i.e., to create a generation of journalists who are effective

NGO Title	Main Office	Branches	Key Programs
The International Platform for Young People to Explore and Develop their Leadership Potential (AIESEC)	No offices/ working online		It is the biggest youth-led organization in the world Training activities in leadership, entrepreneurship, and writing effective press releases. Exchange Program
The Jordanian Hashimate Fund for Development of Jordan Badia (JHFDJB)	Amman		Badia conservation and encourage investments to create job opportunities

NGOs Trends

Targeting youth: starting on 2005-2006 NGOs started targeting youth and design specific programs for youth. Princess Basma Resource Center is the oldest center that established to work with youth but the program that are specifically designed and implemented totally for youth are new and it is increased since 4 years. JRF recently designed a new unit for youth programs. Additionally, the partnership between JRF, JOHUD and other NGOs and the youth development focus NGOs or the HYC is rapidly increased and become more institutionalized

Green trend: newly establish NGOs that focus on agriculture mainly farming and trees but in relation to the water conservations such as the Tree and MIRRA. Additionally, more NGOs start focusing on organic farming and form a partnership with other NGOs such as JRF and the Jordanian Society for Organic Farming.

Strengthen the NGOs reach: NGOs is seeking to expand their reach in the Jordan society through reaching new areas and try to cover the 12 Jordanian governorates. NGOs are establishing CBOs that are related to their mandate of work or create a volunteers network to facilitate their work in the local communities. Once the NGOs feel the need to stay at the field in one of the governorate they point out a field officer or open a branch. HCCD has branches in Karak and Irbid, JRF open a new branch in Aqaba, JRF do not believe in branches and they are always proud that they established CBOs and implement programs for the local communities' ownership while they are starting their first branch in Aqaba. Furthermore, NHF-IFH strength their relationship with 11 CBOs in Jordan while they are based in Sweileh area – Amman. Moreover, the CCA worked in Aqaba governorate deeply while in the past their work was focus on Amman only. This trend has a strong relation with the new fundraising process that the government and the donors are seeking to implement their programs; for example the MOPIC which is the responsible ministry for NGOs fund is taking the NGO reach as a major standard when choosing to work with any NGO. Additionally, donors who are seeking to implement their programs in a certain areas within Jordan are looking for NGOs who works at these areas to facilitate their program activities.

Private sector partnership: more partnership is designed between NGOs and private sector especially ARAMEX, NOQUL, and telecommunication companies. The NGOs are benefiting from the CSR fund that these private companies allocated for community services activities.

Cost effective strategy: through partnership, NGOs seeking to sustain their work with a minimum budget either through partnership with local NGO, specialized NGOs in the technical term, or local community ownership strategy. The International Center for Not-for-Profit law, the recent quarterly review for NGO legal trends have concluded that the financial crisis presents challenges to philanthropic resources NGOs rely on to deliver critical services; legal barriers to these resources exacerbate the situation. If the global

community is to achieve critical development goals, cooperation between stakeholders will be necessary. Lowering barriers to global philanthropy will help to support partnerships that will work towards meeting these development goals.

Lack of individual membership: most of the NGOs that have paid membership fees are no longer believe on this process. JREDS said: “it is hardly to find 100 active member from our members list, most of individuals become members to show this on the CV and to show they are active, but in reality they are not” very similar statement have been raised from other NGOs directly and indirectly, NGOs know is more with friends not members, they are seeking to have friends to support their advocacy activities and NGOs are willing to invest in their friends such as JRF, RSCN. Other NGOs are establishing a high standard of fees for their membership rather than the low fees. These NGOs are established by the top people in Jordan and they are willing to control their society and keep it in the arms of rich people such as the Tree association which established by Prince Hamzeh and the BOD is managed by Mohammad Asfour.

Using PR materials to present the knowhow not for general promotion purpose: NGOs that are depending on the evaluation findings to develop their work stated that they are no longer use the brochure and leaflets for the purpose of promoting their programs. Instead, their findings concluded that brochures and leaflets can be an effective PR tools when used to provide specific answer for specific question or to give a solution for a defined problem. The NGOs stated that they are looking to present the knowhow on their brochures and leaflets rather than promoting their activities, a very clear example is the CSBE.

The NGO Law 2008 in Jordan, within the Global Trends: The International Center for Not-for-Profit law, Survey of Arab NGO Laws stated that Indeed, in recent years the significance of civil society, protection of basic freedoms for civil society, and their relationship to economic development have been acknowledged at the highest levels of Arab governments.

The government attempted to liberalize the NGO framework enough to allow NGOs to engage in government-sanctioned economic and social development programs – but not enough to provide for a truly independent civil society. This same pattern of development would come to characterize subsequent law reform efforts in Palestine and Oman (2000), Yemen (2001), Qatar (2004), Mauritania (2006), and Jordan (2008). All of these countries made positive changes to their NGO framework laws but did not adopt laws that were fully enabling of civil society or consistent with international law and best practices.

Most Arab NGO laws share several characteristics. In general, registration of all NGOs is mandatory, and there can be significant barriers to successful registration, including a high minimum number of members or discretionary registration processes. Once registered, NGOs will face substantial and often inappropriate government interference with their internal management and operations. They are also likely to face blanket restrictions on certain types of activities and their ability to raise funds. Registered NGOs will also encounter the possibility of dissolution for minor violations of the law or, in the absence of violations, simply at the personal discretion of a government official. Finally, NGO members must contend with potentially severe criminal punishments, including long jail sentences, for relatively minor violations of the law.

NGO laws can be an important contributor to the development and sustainability of civil society by providing legal protections for NGOs and their volunteers and employees. However, framework laws can also be misused to reinforce the backlash against civil society. However, even in countries where registration is voluntary, the *process* of registration may be difficult or time-consuming; examples from the past year include Jordan’s 2008 *Law on Societies* that requires societies to file their applications with a local office of the Ministry of Social Development, which forwards applications to a ‘Controller of the Registry of Societies’ who checks to see if the application meets statutory requirements. If the Controller approves the application, it is passed to a “relevant Minister in light of the aims and goals of the society,” and the relevant Minister then has almost unlimited discretion to accept or deny the application. Although the new law was intended to streamline an existing registration process known for delay, the imposition of several new layers of

bureaucracy may lead to new implementation problems and potentially unforeseen additional delays in the future.

Broad Government Discretion: Registration provisions in many MENA countries include sweeping grants of power to the relevant ministries, allowing government employees broad discretion when reviewing registration applications from would-be associations.

According to Jordan's *Law on Societies* (Law 51 of 2008 as amended in 2009), applications for registration of new societies are sent to an independent Board of Registration chaired by the Ministry of Social Development. The Board is permitted to reject an application for any reason, though it must issue a written justification for its decision.

Government Supervision: In many MENA countries, organizations that have been successful in their applications for registration may be subject to significant government supervision. Governments may maintain control by attending associations' meetings, deterring the discussion of opinions and issues inconsistent with a government position. The government may also retain authority over the selection of board members. By partly controlling an organization's board, which acts as the decision-making authority for the organization, the government is able to ensure that it will have some say in all major decisions affecting the organization. In addition, many countries in the MENA region require associations to obtain government approval prior to entering into any foreign affiliation.

Internal Governance: Several laws grant government authorities the right to interfere in an NGO's internal governance. Jordan's new Law on Societies, like several other laws in the Middle East region, provides that elections to the Board of Directors and decisions taken by the General Body of any NGO may not take effect unless the supervising Ministry has been notified and does not object. Jordanian NGOs strongly objected to this provision on the grounds that it would erode their independence and make the Ministry the effective supervisor of every organization in Jordan. (The Jordanian government recently announced that the law would be amended in 2009 to, among other things; require only notification of elections and decisions to the Ministry. The Ministry would not be allowed to object except in cases of changes to the society's Articles of Incorporation).

Meeting Attendance: NGOs in Jordan must inform the Controller of the Registry of Societies and the "Relevant Minister" assigned at the time of their registration of any general assembly meeting at least 15 days prior to the meeting. Both the Controller and the Minister may elect to send a representative to the general assembly meeting. If an association fails to provide notice of the meeting, it is deemed illegal.

Prior Government Permission: Some countries have or are considering laws that would require NGOs to receive prior government permission before receiving foreign funds.

In 2008 Jordan enacted the Law on Societies, which requires NGOs to submit an application to the government before accepting any contribution, grant, or funding from a foreign source. If the Ministry does not decide on an application within 30 days, it is considered granted. The law gives the government the authority to order "appropriate" measures for violations of this provision, including the funds' return to the funder or transfer to a newly created Fund for the Support of Societies. A person who retains or uses foreign funds that were not declared or not approved can be imprisoned for three month or more, fined between 1000 and 10,000 JD, or both. Such persons are also barred from serving on the board of any Jordanian association.

Restrictions on Foreign Funding: A number of governments around the world moved last year to restrict and control the flow of funding from abroad to domestic NGOs. This trend appears to stem from a confluence of factors, including (1) international pressure on governments to protect against terrorist

financing and money laundering; (2) a desire to coordinate and increase the effectiveness of foreign aid; and (3) concerns about national sovereignty. Restrictions on foreign funding have appeared in recent years in several countries.

In Jordan, where the 2008 *Law on Societies* requires government approval of any transfer of funds from abroad, no matter how small. Although the Jordanian government has promised to amend the law in 2009 to remove several provisions objected to by civil society, it has indicated that no changes will be made to the provision on foreign funding.

Drivers for Change

According to the conclusion of the international centre for not-for-profit law on the effects of the global economic crisis, the need for services provided by NGOs is bound to increase as the ranks of the unemployed, homeless, and malnourished grow as a result of the global economic crisis. At the same time, however, private donations to the sector are reportedly beginning to contract as donors have fewer resources. Further, governments may come under increasing pressure to reduce benefits to NGOs in order to balance their own budgets.

NGO sectors in every country and region will likely face these tensions between the increased need for services and decreased resources. Those NGOs and their beneficiaries confronting restrictive legal and regulatory environments, however, may be affected far more seriously. If governments continue to use NGO framework laws to control and restrict civil society.

On the other hand, John Green-smith had determined possible future developments which may affect the national NGOs and CBOs, and therefore require new strategic answers and organisational development.

1. **Private giving and demographic:** There is a decline in giving and volunteering by younger generations. NGOs need to find ways to appeal to 'new cohorts of givers', probably by a higher rate of product diversification and innovation and away from planned giving.
2. **Mega private funds.** The emergence of the private companies (in Jordan such as: such as Talal Abu Ghazalieh, Noqul) illustrate a growing social responsibility of the business community. There is a tendency among these large funders to seek equally large partnerships of NGOs and for-profits.
3. **Official Development Assistance and world problems.** The trends are towards greater effectiveness: good governance, civil society, donor co-ordination, partnerships, local ownership and Comprehensive Development Framework.
4. **Fundraising and program delivery without borders.** European economic integration opens the Euro-market for national fundraisers and not-for-profit service providers. The Internet becomes an essential channel for fundraising, rendering national fundraising legislation futile.
5. **Scale.** Larger fundraising investments are made, for instance to enter new markets. In slowly growing markets already large NGOs are likely to further grow to the detriment of smaller and passive players.
6. **Branding and visibility.** Oxfam, World Vision and Plan offer examples of organisations that have gone through a re-branding process. In Jordan JRF, RSCN, JREDS, FOEME are working on the branding. This helps the organisations to be recognised, build brand equity and defend or expand market share in fundraising markets.

7. **Specialisation.** Inevitable trends towards greater effectiveness and efficiency will further lead to the emergence of more specialised agencies for marketing, fundraising, program management, implementation and evaluation.
8. **Accountability.** Trends in improved communications and transparency will continue. NGO communication policies need to be in place.
9. **Resource mobilization capacity and indigenous resources.** It is critical for CBOs and NGOs to manage their dependency on fickle institutional donor funds. Building resource mobilisation capability is essential and indigenous resources, including indigenous practices, know-how and knowledge, and other domestic resources deserve more attention.

2.3.2 Matrix B – Training & Communications

Matrix B focuses on NGOs' training and communications, i.e., whether or not they believe it is important to hire communications staff specialists, can organize and sell the NGO through success stories of project results, their training experiences, media campaign project experience, Board involvement – particularly skilled members in communications for the TAG and furthering projects generally, and whether they are trained in and/or understand social marketing.

MATRIX B – TRAINING & COMMUNICATIONS

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
Royal Health Awareness Society (RHAS)	1 (media advisor) Success stories on web site Abu Salim cartoons are very effective	Yes Detailed <i>rhass.org.jo</i> Good (logos, cartoons/ Abu Saleem, brochure Annual report Traffic kit (See M&E done on Abu Saleem cartoon in Matrix C below.)	Yes – Annual Training Plan, Strategic Plan, Work Plans	Project Management. (PM) Workshop Facility. Media Advocacy Monit. & Evaluation Certified PM	Yes – target youth, women, families Natl. Health Campaign – Abu Saleem Healthy Schools/ Madrasati KAFA- Natl. Traffic Aware-ness Medical lectures Traffic Kits for youth	Yes (2 – Bd of Directors & Bd of Trustees headed by HRH)	No - Heard of it but no personal experience, no training.
Jordan Forum for Business & Prof. Women (JFBPW)	No Normally have a Member./PR staff but position is vacant Success stories not clear	Detailed with gaps (sections ‘coming soon’) <i>bpwa.org.jo</i> did not deliver promised comm.. material	No - they look for training opportunity matching staff needs They do send an annual questionnaire to members requesting their training needs	Comm., PR, HR, PM, web media, environ., water & curriculum Research Agriculture. FM, M&E Certification – T o T Master Trainer, Envir Trainer, Comm.ICM	Yes – WEPIA USAID on saving water Beginning one through USAID SABEQ Face-to-face and export tool kits	Yes	Yes - Said the organization participated in WEPIA, but she has no training as of January, but said will receive training from USAID/SABEQ in February of 2010. (Said the EU will not fund media camp.)

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
Royal Marine Conservation Society of Jordan (JREDS)	Yes Two Success stories clear	Detailed <i>JREDS</i> . <i>Org</i> Gave us a lot of material included Posters, booklets, Green Key national manual Showed us a very effective TV spot	Unclear whether they have an annual training plan	Yes – comm., PR, PM, GM, Fundraising Hygiene, Workshop Facility., Media, Environ. Awareness (<i>NOT curriculum</i>) Water & Energy Recycling Agricul. FM Certified – Training of Trainer Master Trainer LEED PM Tourism	Yes – target hotels, youth, women, families Green Key with Hotels FEE Clean Up the World UNEP We Care for Our Future H. Boll Fd Old Aqaba Aware. with Red Crescent Eco-tourism awareness Aqaba Marine Park VC	Yes – 7 members headed by HH Princess Basma bint Ali	Yes – Trained under WEPIA USAID
Jordan Environment Society (JES)	Yes 1 in PR Success stories well documented on web site (1991-2008)	Yes Detailed <i>Jes.org</i> <i>.jo</i> Recycle. campaign. Brochure & paper; showed us WEPIA funded guide book for imams – only had one copy so could not give us.	No said unnecessary without a budget to support it	Yes – comm., PM, Hygiene, Environment. Curriculum, Workshop Facility, Media, Environment. Awareness Water & Energy Savings Recycling Agriculture	Yes – many - Examples Wake Up Call (climate change) - 2009 Recycling GAM on-going 2010 Seal the Deal (Copenhagen) - 2009 WEPIA imams	Yes – 9 councilor members & 11 Exec. Comm.	Yes – trained under WEPIA (had a SM staffer who left – have not filled the vacancy)

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
				M&E; Certif. Training of Trainer LEED EIAs	for environ. Medical waste management. 2008 GTZ (300,000 Euros)		
Royal Society for the Conservation of Nature (RSCN)	Yes 19 in Comm. Dept. incl. marketing sales PR – located at Wild Jordan Success stories given to us Est.seven protected areas. Hoping to establish five more	Yes Detailed <i>Rscn.org.jo</i> <i>Linked to Wild Jordan web site</i> Top quality of printed material	Yes – training plan & detailed annual performance evaluations (also do strategic planning)	Trained in all categories on list Certified In all including T of T Master LEED PM Bio-diversity	RSCN Friends (awareness) Campaign on forest preservation Environment & Agriculture (schools posters) GEF recycling Environment. Education linked to national curriculum & 1000 clubs Tools – brochures, banners, on-line media, flyers, mall booth, Al Rai newspaper.	Yes	Yes – trained under WEPIA environmental education project; feels that social marketing is like advocacy. Said they need further development. RSCN has a public service mandate to protect biodiversity through protected areas – partner with local organizations. Established environmental advocacy section in 2008
Mercy Corps	No 'imbedded in projects'	Yes – MC Jordan is a link to intl. NGO web site <i>mercy corps.org</i>	No individual training goals	Yes Comm., HRM, PM, Grants, Fund raising,	Yes - Recommended we talk to Shadi & RSS Web site shows	Bd of Directors – 22 Located at	Yes – trained under WEPIA and said experienced but 'limited'

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
	Success stories on web site	Did not see comm. material		Research, Workshop, Web, Media, Agric., FM, M&E Certified T of T Master PM Leadership	projects Youth Promoting Culture Empowering Women Ajoun USAID Saving HH Water CBO grants Revolving Loan Fund to 120 CBOs (JRF training & RSS TA)	Corp. Headquarters. Portland OR	
Friends of Earth Middle East (FOEME)	Yes Media Dept. 1 Success stories unclear	Yes Detailed <i>FOEME. org</i> High quality Eco Peace posters from USAID campaign.	Yes – have a training plan	Comm. PR HRM PM Web Water Energy Recycle. Hygiene Environment Curriculum FM Certified IUI – solid waste	Yes Target youth, women, families, Farmers, CBOs, hotels, tourists Good Water Neighbors (regional issue Jordan, Palestine, Israel) – ranked by EU as most effective of all their projects Saving the Dead	New board will have 11 members, 2 from each country + Director	Said yes when asked under training category but said no to training when re- asked - said 'experienced with it'

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
					Sea, Red Dead Awareness Rehab JR		
Tree Assoc./Al Shajarah Foundation	Yes 1 Outreach/Comm. Dir. Did not provide success stories & not on web – more interested in face- to-face with LCs	Yes – start-up Yes excellent org. brochure	No but they 'realize they must'	Comm. PR, PM, Web, environment. awareness, water, hygiene, Workshop, Agriculture Cert. Master Trainer LEED, Translator	Completed five major tree projects with schools and many small ones – this involves giving the LCs the power to do the planning for forest preserve/not really media camp.	Board chaired by Prince Hamzah bin Al Hussein RSCN has 2 reps on Board	Does not know the term 'social marketing'
Jordan Exporters & Producers Assoc. for Fruits & Vegetables (JEPA)	Yes 1 Admin officer resp. for communications	Yes Detailed	Had a training plan until 2008 – stopped – did not say why	Comm. PR, HRM PM, Grants Management, Hygiene, Water Savings, Recycling, Agric., Financial Management M&E Certified TOT LEED – PMP IZOD 22000	Taste of Jordan – push for date exports Also campaign to push for increased fresh fruit & vegetable consumption	Board has 9 members – all are producers or exporters (current Min of Ag is former Board member)	No - First said he took 12 workshops - then said he had never heard of SM – perhaps meant workshops in marketing

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
				Global Gap			
Jordanian Hashemite Fund for Human Dev. (JOHUD)	3 in a PR Dept. (she was unsure due to organi-zational restructuring) Did not have a list of success stories – The work is not evaluated. PR/Communication dept., is not linked in any way to the work of Queen Alia Competition Every project running under JOHUD is doing separate PR and media materials.	Detailed web site Posters	Yes will be doing with the British Council from 2010 onward under an Oxfam program	Between the three respond., they had been trained in every category Certified as T of T Master Trainer (NOT LEED or PMP) ILO Leadership	NEF/Qudort – waste recycling You Tube Cartoon in Arabic with USAID Queen Alia /USAID 2009 posters to stimulate teachers students re water & energy savings USAID & Queen Alia Campaign JO-GREEN compete-tion for university design of energy saving & solar house with water saving through Xeriscape Water Wise Women with GTZ Grey H2O Ajloun Schools & Mosque	Unclear – not apparent on their web site	Yes – Yes

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
					Empowers project CARE Tools – blog, web site, You Tube, Twitter, newsletter, booklets, posters, flyers, banners, TV, radio		
Young Muslim Women's Assoc. (YMWAA)	No - operates as a school for educating children with disabilities but has a public awareness approach for parents & youth	No web site but description on web under Arab Youth Directory Provided simple but effective comm. materials on the school –letter of request for funds, logo, brochure	No	No training or certifications from our list but would like training in web design	Through their educational program they try to make parents aware. They hold a June awareness festival, with a different theme of awareness – traffic, conservation, elderly – tools include puzzles and games	Yes – 10 women sounds like they are active & dedicated	Has heard of social marketing – no training – they do public awareness re disabilities
Jordan Hotel Assoc. (JHA)	No but have established a Markt. Dept. & now need to hire someone – the Exec Dir is currently respon-	Yes – actively uses their web site	No – but plans to develop a training plan	HRM, PM, Hygiene (important to hotels), Research, web design, FM/budgeting	No but 'they need to'	Yes	Does not know social marketing – no training, <i>but interested in taking course(s)</i>

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
	sible			<p>Certified Training of Trainer</p> <p>They said they need training in communications, media, environmental issues including water, energy, solid waste, M&E, workshop facil., & study tour design</p>			
Jordan River Foundation (JRF)	<p>Yes – 6</p> <p>They have one staff member from each program + six dedicated staff working in PR/Communication Unit</p> <p>Very well organized success stories on web site and in sustainability report</p>	<p>Very well detailed web site</p> <p>Sophisticated & effective comm. materials</p>	<p>Yes – annual training plan</p> <p>Provided written job descriptions, web site notes annual performance evaluations</p>	<p>Yes – comm., PR, HRM, PM, grants, hygiene, research, workshops, media, env., water, ag, FM</p> <p>Certified T of T – all JRF project staff in the active participatory approach, PMP, Master Trainer, Environment. Trainer, Organic Ag</p>	<p>Yes – extensive</p> <p>Completed 150 publications in 2009</p> <p>Magazines useful for W. Amman</p> <p>Magazines and Facebook good to target urban youth</p> <p>CBOs must be face-to-face</p>	<p>Yes</p> <p>HRH Queen Rania chairs the Board of Trustees, also have a Board of Dir.</p>	<p>No – no 1st interviewee. if we had asked Khadija or other comm.. staff in 2nd interview , her response would have probably been yes</p>
Jordan Network	No specific staff	Web site is linked to	No	Environment.	Yes, through	No	No – no

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
for Environmentally. Friendly Industries (JNEFI)	position - head communicates everything (environ- mental advisor to Ministry of Environment & former head FOE) ; Success story on web site is 'Delta Jordan Program'	Friends of Environment, which seems to be dormant? – idea came from UNEP Mostly virtual – produced booklets and brochure		Awareness Solid waste LEED certified	web site Said the MoEnv through JNEFI hosted the Eco- Cities Med. Forum in 2008, funded by UNIDO		communications campaign through web site and conducted program on solid waste management
Al-Hayat Center for Civil Society Dev. (HCCSD)	Yes, PR/Comm. Dept. (2) No success stories	Web site is under construct (<i>hayatcenter.org</i>) provided brochure & poster	No Staff has written job descriptions	Comm., HR, Web, Media, PM, GM, FM, M&E, study tours, research, workshop fac., Cert. T of T, Comm.	Yes Rowad Entrepreneurs Women Entrep. Yarmouk U. (EC funded)	Yes – 9	No – not familiar with concept, no training
Center for Study Built Environment (CSBE)	No Yes success stories on web	Yes, very information	No training plan but supports staff with at least one training opp. per year	Water Energy Solid waste	Yes	Said yes in the interview but not on their web site?	Yes – trained under WEPIA, but 'not a believer'
Community Centers Assoc. (CCA)	No No organized success stories but clearly very dedicated to rural comm.. dev.	No – can not Google it	No	Yes Trained in all on list except web and environment curriculum No certification	Yes (at least to 2004). Video (watched of rural community dev.)	Yes (9)	No – no training

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
Jordan Society for Sustainable Dev. (JSSD)	Yes – PR/Comm. (1) Unknown success stories – did not provide and could not open web	Yes (virus threat on web – did not open) <i>Jssd-jo.org</i> Bird booklets	No	Yes – comm., PR, PM, GM, Environment awareness (Japan), recycling, workshop fac., M&E Cert. T of T, PMP, Enviro, MT, LEED	Yes – bird campaigns	Yes (9)	Yes – director received training
Jordan Renewable Energy Society (JRES)	No staff – one volunteer No success stories yet	Start-up web site & newsletter 10/09	No training plan (or staff)	No but has LEED certification (req. training in energy & water)	Not yet – start- up NGO	Yes (12) and four committees (scientificatl. coop, admin., industrial outreach)	No - No
Methods for Irrigation & Agriculture (MIRRA)	No – the manager does the work – no organized success stories yet	No web site or at least not under Google No start-up	No plan but there is an annual budget for training	Comm., water savings, hygiene, research, solid waste, agric., FM Cert. PMP, Irrigation	Yes treated water for irrigation 2009- 2011 & Irrigation Optimization in the JV GTZ Brochures, flyers, free samples	Board has five members	Yes know the concept, but not trained in SM
Noor Al-Hussein Foundation (NHF) Institute for Family Health (IFH)	Yes ? No success stories provided but listed on web site	Detailed web site <i>nooralhusseinfoundation.org</i> Provided org. brochure	No plan – feel they must; have capacity building for staff &	Comm., PR, HRM, PM, Env awareness, hygiene, research, workshop, FM, M&E, <i>would like</i>	Yes – NHF conducted Capacity Building Female Councilors to empower 169	No	Yes, knows the term No training but very interested

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
			annual staff evaluations	<i>training in water conserv.</i> Cert. as T o T & 12 master trainers (USAID)	women/66 men; IFH conducted five campaigns on gender issues; awareness water issues highlighted in monthly awareness; in- house awareness to save energy		
Human Forum for Women's Rights (HFWR)	No - one woman shop	No website; Provides materials related to international women's right agreements	No plan – one person staff	No training or Certification	Yes – NGO Advocacy for Reforming Laws (USAID 2010)	Yes	No - No
Jordanian Women's Union (JWU)	No – shared by the Project Coord. & President No	Poorly designed web site <i>Jordanianwomenunion.org</i> (named Woman Union on name and Women's Union on text)	Unclear (told us at the beginning of the interview they would never participate in PAP)	Unclear – appeared to be no enviro training	Yes – human rights media campaigns – train women running for elections (Web site says “Cam-paigns” but no text)	Unclear – not on web site	No never heard of it – No
Madaba for Supporting Development (MSD)	Yes – (1) PR Yes – provided success stories	No web site Yes poster	No but written job descriptions (provided) and detailed evaluations	Comm., PR, HRM (under AED USAID), PM, GM, FM, web, media, awareness – trained under JES, water, hygiene, research, ag,	Yes, Jordan Youth Achieve- ment 2006-2007 – targeted democracy building in 45 villages Anti-violence	Unclear	No never heard of it, no training but would like it

NGO	Communications Dept. #staff organized success stories	Web Site & Comm. Material	Training Plan & Other Plans	Training Courses & Certification	Media Camp. Experience Recommended Tools	Board Of Directors	Understanding Social Marketing/ Training
				Cert T of T Comm. (wall of certificates)	against Women Children (guns) 2007-2009 Beautiful Cities/Madrasati – gardens but did not consider greywater		
Arab Reporters for Investigative Journalism (ARIJ)	Yes – all communications Success stories not provided	Web site existed but was unavailable <i>arj.net</i> No	No	Communication and media advocacy Their purpose is to train journalists in investigative journalism	No	Yes – 6 members	No had never heard of it - No (would like to train journalists with a water saving theme – domestic workers)
Intl. Platform for Young People to Explore & Develop Leadership Potential (AIESEC)	Yes PR & Communications – 4 team members work from their homes No	Web site for international AIESEC with link All the materials are provided online and just can be accessible by members	Yes	Communication, PR, HRM, PM, GM, FM Research, workshop, media, M&E – conducted six training workshops in leadership, entrepreneurship, and effective press releases	Yes Youth Leadership for an Emerging Jordan – all corporate sponsored	Yes – 6 members	No and no training, but would like training
Hashemite Fund for Development of Jordan Badia (HFDJB)	Yes – PR (2) No success stories	No No	No	Comm., PR	No but working on Tourism Paths initiative with MoTA, JRF (USAID) in Rasoun, Ajloun Govt.	Yes – 12 all are ex- ministers, Chairperson is HRH Princess Zain Al Sharaf bint Nasser	No and no training

Analysis of Matrix B- Training and Communication

- ***Size of Communications Staff*** – The majority had dedicated staff - 14 - and usually called the department PR/Communications, i.e., seven NGOs had 1 person, four NGOs had 2, JOHUD had three, AIESEC had four (volunteers). Only RSCN had a large contingency – 19. None had the title of Social Marketing Specialist, although JES had had one but the position was vacant and it was unclear whether or not it would be refilled. 11 NGOs had no dedicated staff.

Mercy Corps has no specific staff for PR or communication, JREDS on the other hand, involved the project and awareness coordinator in the PR and communication activities. On the other hand, when looking to the NGOs that have more than 10 years of experience, the researcher found that CCA has no communication or PR unit or department. JOHUD started a new communication department on January 2010, the department contains 3 staff members two of them are PR specialists and one is for communication and she is the head of the department. The department staff is totally new and has no record about JOHUD previous work. The departments/projects under JOHUD are still doing their own publications, materials and PR activities without any references to the PR and communication department.

JRF is the only NGO that have a PR and communication department that is closely linked with all the projects that is operating under JRF. One PR/communication staff member is hired under each project/program to handle the communication policies, strategy, and work in line and in a close collaboration with the main PR/ Communication department.

MIRRA staff is doing every think in a team manner, very similar model to JREDS where the project and awareness staff is involved with the PR department and the manager is doing the communication activities in collaboration with the staff members. Under MIRRA the manager is doing the communication and PR activities. In FOEME, the deputy director is the one who decide on the media and communication activities.

For NHF, the Institute for Family Health, Communication and community mobilization Unit is under the responsibility of the outreach and the mobile teams. The Institute has 12 master trainers who have developed their Communication Skills and create an Outreach Manual funded by USAID.

Fifteen NGOS out of the total interviewed NGOs have a PR and/or Communication department and all of them have a written job description that either sent to the PAP staff or has been shows to the researcher during the interview. Table 5 presents the PR/Communication departments within the NGOs.

Table 5: PR/COMMUNICATION DEPARTMENTS WITHIN THE INTERVIEWED NGOS

NGO	PR, Communication Unit/ Dept	Job Description
RHAS	One Media Advisor	Yes
JFBPW	Membership/PR officer but the position is currently vacant	Work Plan includes job description, annual targets, monthly reporting on number of members and incubators recruited.
JREDS	Two staff members one is for PR and one for the Project & Awareness component	Yes
JES	One PR/Membership	Yes
RSCN	Communication Dept. 19 staff members in communications department, which includes marketing, sales, and PR – PR is then broken down into media and membership	
FOEME	One Media Person	Yes
Tree	Under the responsibility of the Outreach/Comm. Director	Yes
JEPA	Admin. Officer is responsible for communications/pr	Yes
JOHUD	New communication department with 3 staff members, which is more about PR and Media so that the publication of JOHUD Projects is not under the communication dept.	Yes
JRF	PR & communication Unit under the Resource Development Department, six staff working in the PR and Communication Unit Plus one staff member as a communication and PR coordinator from each program within JRF	Yes
HCCSD	PR & Communications Two staff member	Yes
JSSD	Public relations and communications One	Yes
NHF-IFH	Communication and Community Mobilization Unit	Yes
MSD	One PR staff member	Yes
AIESEC	Public relations, and/or communications 4 team members working from their own homes	Yes

- **Staff Turnover Rate** - There appeared to be higher turnover in the communications staff than in the management/respondents, many of whom had been in place for more than five years.
- **Web Sites & /Success Stories** – 14 NGOs recognized the importance of detailed and updated web sites were RHAS, JREDS, JES, RSCN, MC, FOEME, JEPa, JOHUD, JHA, JRF, CSBE, NHF, HCCSD, and AIESEC. Five NGOs had no web site that could be Googled – CCA (said they had one once but need to update it), MIRRA, HFWR, MSD (said down because redesigning), and HFDJB. JWU had a web site, but it was poorly designed. YMWA is designing a web site. JNEFI's web site was linked to FOE and appeared to be dormant. Surprisingly, ARIJ's web site could not be opened, and JSSD's had a virus. The small size of the communications staff might relate to the fact that only 11 NGOs had organized success stories, which is fundamental to marketing for new projects. Some did not have their success stories available at the interview, but we located them on their web sites. There was a correlation between those who had been trained in WEPIA and those with success stories – JREDS, JES, RSCN, Mercy Corps, CSBE. Also, RHAS, JOHUD, JRF, JNEFI, NHF, and MSD had success stories on their web sites.
- **Communications Capability** – 14 NGOs provided communications material including RHAS, JREDS, JES, RSCN, FOEME, Tree Association, JEPa, JOHUD, CSBE, NHF, JRF, JSSD, YMWA and JHA. One NGO – JFBPW promised material but never got back to us-. Two NGOs were virtual – JNEFI and JRES. Six NGOs did not seem to have materials – HCCSD, CCA (showed us an outdated but thorough video of community work), MIRRA, HFWR, JWU, and HFDJB. Mercy Corps (provide leaflets for the CBIWDM Project. MC is more focus on developing training materials and guide books related to their work with CBOs in the field.
- **Media and Campaigns** – Many were trained in communications and media, as indicated above. The following points described the communication activities, social marketing activities, and/or media campaigns conducted by NGOs:

RHAS: 2008-2009

Budget JD 536'327.00

Donors: The King Abdullah Fund for Development, the World Health Organization, Global Micro-Climates World Diabetes Fd. & UC Berkeley

Conducted Media Campaign targeting youth, women and families, these campaigns can be summarized as following:

1. 'Healthy Schools' under Madrasati, worked with 62 public & private schools – of those 62, 35 were accredited as 'healthy schools' due to their behavior change (standards with evaluation criteria and review and monitoring were set by NGO with Min of Health, Min of Environment, WHO, UNICEF). Example: Schools eliminated junk food/sodas from their menu. Schools are scored and receive a Gold, Silver, or Bronze accreditation. (Did one topic per month - Breast Cancer Awareness, Other Cancer - Campaigns against Smoking, Over-eating/Obesity, Mental Health, Diabetes, Cardiovascular.
2. 'KAFA (enough)' – promoted traffic safety through awareness and behavioral change; includes KAFA Youth Traffic Ambassadors Project, KAFA Kids Junior Road Safety Club Project, and KAFA for All using the media to spread traffic awareness including no speeding, seat belt usage, no lane maneuvering, stopping at red lights, no drinking and driving, no texting/mobile phone usage while driving Global Micro Clinics Program– Diabetes rate is rapidly increasing in Jordan (13% in 2005, 16% in 2007). Goal is to establish 300 micro-clinics, each with 3-8 diabetic patients who work with a medical counselor to

manage their diabetes/improve it. Participants showed a marked decrease in sugar level due to behavior changes and were able to reduce their insulin levels.

3. King Abdullah II Award for Physical Fitness – Heart disease is the main cause of death in Jordan – major risk factor is little physical activity. This school based initiative targets 9-16 year olds to encourage activity and foster behavioral change away from TV, computers, etc.
4. National Health Campaign – Study by Min of Health indicated a low awareness level as to risk factors and behaviors regarding chronic disease; established a typical Jordanian family called ‘Abu Salim’, tailored to national health priorities.
5. Think First – Curriculum targets behavior of 4-16 year olds to educate youth about risk-taking and awareness of the results: spinal cord injuries, pedestrian/vehicular safety, choking, weapons safety, and environmental safety.

JFBPW: 2003-2004

Donor: WEPIA/USAID

Work within WEPIA project with youth, women, CBOs, Municipalities and farmers but the researcher could not get clear purpose and objectives of the media campaign.

JREDS: 2009

Budget JD 15000

Donor: self funded

JREDS is more with distributing media messages to tackle an environmental issue. In terms of water crises in Jordan they produce a short film (30 seconds) on the threats of thirsty in Jordan and it is published in the You Tube, in addition to, the message of the nuclear reactor ‘think about it’ program which announced on BBC, CNN, Euro News (slow down building of plants).

Participated in the world Campaigns and implement them in Jordan such as the Cleaning up the World campaign included beach clean-up, workshops, family friendly environmental night, dive cleanups.

JES: 2007-2009

Donors: USAID funded SABEQ, Jordan Inbound Tourism Organization, Omnia Telecom.

Targeting hotels, farmers, families, communities, universities, and schools JES conducted the following campaigns

1. Don’t Mess With Nature – Petra, Dead Sea, and Ajloun
2. Participating on the 350 Wake-up Call (Climate Change) – web 350.org and got 150 participants
3. Families Recycling Day – funded at JD 1500
4. Seal the Deal 2009. Org (Copenhagen)
5. Municipalities – GAM Recycling Campaign (on-going/gearing up 2010)

RSCN: 2006-2009

Budget: JD 137,000, JD 50,000

Donors: Private sectors sponsorship

1. RSCN Friends' campaign – it targeted all Jordanian society – aimed at raising awareness about conservation and asked 'friends' to assist as volunteers in exchange for a discount on nature reserves (sounds like their membership campaign).
2. Safe Jordan Trees Campaign; through this campaign the RSCN stopped agricultural use proposed by government in forest areas. This campaign wins the Green Apple Award 2006.

Mercy Corps: 2007 ongoing, 2009

Budget JD 10,000

Integration of disabled people into the mainstream

FOEME: 1998- ongoing

Budget 500.000 German Mark

Donor: German foundation (Henrick B.)

Media campaign against plastic; Saving the Dead Sea; now Rehab the River Jordan and Good Water Neighbors.

The Tree: 2007-2009

Budget JD 1000

Donor: Private sector sponsorship

Targeting youth, the Tree 100 trees planted; teach them about the link between water protection and trees Community Guards of the Forest (youth). Maternal Clinics – planting shade trees for women; do with municipalities; Beginning project for trees in parks

JEPA: in process activity

Budget JD 32,000

Donors: JETCO paid 70%, members paid 30%

Taste of Jordan – push for date exports

(Note - Their communications strategy has a program to push for increased fresh fruit and vegetable consumption, e.g., too many tomatoes are produced with inadequate consumption in Jordan, as consumption is at 40 kilos v. the international rate of 80 kilos.)

JOHUD: 2005- on going

Budget JD 300000 for the year 2009/2010

Donor: USAID, GTZ and PGR

Media campaigns for the QAC; it is an annual competition which divided into three parts; the first part targeting the youth through the photo competition for the best photo but no action has been taken to get use of the winning photos. Second: the schools (public and private all over Jordan- they do not targeting a specific age within these schools, it is purely the decision of the school management to decides which materials to be used for which grade). Third: the students of the Engineering Faculties at the Jordanian Universities that have this specialization. The main aim of the competition is to raise awareness in the subjects that are related to a major issue in Jordan and at the same time come under the social or the environment sector but the message is spread randomly and JOHUD focus is more on the quantity of posters and materials that can be distributed. No evaluation has been conducted for the impact of any year.

The QAC's media campaigns over the last 5 years:

1. 2005, Cancer theme
2. 2006, Amman Peace Message theme
3. 2007, Water saving and protecting the ground water theme, funded by USAID
4. 2008, Environment (soil, water, air), Funded by GTZ and PGR
5. 2009, Energy, funded by USAID
6. 2010, Solid Waste Management

The year of the QAC starting September from each year and finishing the September of the next year. The response for the university students on the QAC is 100 participants, and the response from the schools is around 400000 students

YMWA: annual activity

Budget 500 JD to 3000 JD maximum

Donors: Sponsors (banks, etc.)

Targeting the special needs parents and families form the local community, YMWA host an annual festival in June around sports. – Each year the annual festival has a different theme that carries a message. One year it was traffic, the next year it was conservation, this year it is about the elderly. There are games and puzzle competitions.

JRF

Donors: MOPIC, 5* hotels, Private sector

For the Community Empowerment Program, Child Safety Program and JRF promotion, JRF has conducted the following campaigns:

1. Qudorat Program - CEP aimed at encouraging the CBOs to participate. Started 2006- present for a budget of JD 500000 for both outreach activities and capacity building programs
2. Promoting the Youth Career Initiative Program
3. Awareness campaigns for Environmental and Natural Resource Management conducted in 2006
4. 10th anniversary of JRF - one year campaign for a budget of JD 70000
5. Child Protection from Abuse (Generation Campaign), three phases campaign for a budget of JD 150000

HCCSD: On-going

Budget 30,000 Euros

Donor: EC

Advocacy – Riwad/Entrepreneurs – trained 25 young people to build businesses; also had program to establish NGOs in rural areas. Also had media campaign at Yarmouk U. for women entrepreneurs

CCA: 1998-2004

Budget: 520,000 EU for three phases

Donor: EU

Last three campaigns have been in Wadi Araba; worked with over 300 families under the Jordan Swiss Joint Fund to ease Bedouin poverty through the Women Empowerment Project. Another campaign targeted the Parliament to stop female genital mutilation in Wadi Araba – gathered 100,000 signatures – Freedom House USAID. Another campaign conducted to change inheritance laws for women in Aqaba – got them to raise hell; project continuing as women are motivated by benefit – this project cost 45,000 JD, funded by the EU.

JSSD

Budget: \$206,000

Donor: Go Jordan & Min. of Environment

Media campaign regarding the birds of Aqaba as important location for migration – associated with ecotourism program at Aqaba; also Badia conservation.

MIRRA: 2009-2011

Budget: JD 20,000 for using treated water and JD 4.5 million for The Irrigation Optimization in the Jordan Valley; of which, 2.7 M€ AFD Grant, and the JVA with the farmers participation was 1.3 M€

Donor: GTZ

Hygienic and agriculture subjects related to the subjects of:

1. Using the treated water in the irrigation
2. Fertilization (it is just fertilization through irrigation but there is no specification for organic farming)
3. Establish the water network for JVA and farmers

NHF-IFH: 2004-2009

Budget: \$1000 for awareness programs, and \$10000 for the Gender Campaigns

Donor: Private businesses; the center themselves, Freedom House

1. On-going capacity building, awareness, and counseling days for 11 CBOs through mobile teams.
2. Conduct awareness activities with Health Centers and schools on mental health and health life styles.
3. Monthly campaigns with a certain theme on each month.
4. Five media campaigns were conducted on gender issues.

MSD: 2006-2009

1. Jordan Youth Achievement, 2006-2007, \$30,000 – targeted 45 villages in the Madaba Govt. to build democracy; youth implemented libraries; also provided awareness on mushroom growing.
2. Anti-violence Against Women & Children, 2007-2009, \$64,000, Norwegian Embassy, provided awareness against guns in homes, advocated to change the 1952 law that allowed 18 year old ownership

of guns – now have to be 35, and guns are no longer allowed at public gatherings – penalty is lifetime in prison.

3. Beautiful Cities/Madrasati, \$15,000, all in-kind donations/private sector, and result was beautification of eight schools and 4 gardens, including better pedestrianization, used Xeriscaping, Funds from Madaba municipality, GAM.

AIESEC: 2008

Budget: 4000 all sponsored

Donors: Pepsi, Umnia, Tallal Abu Ghazaleh Group

Targeting Youth (under the age of 30, AIESEC conducting the following communication activities

1. Three recruitment campaign each year.
 2. The event of “The Youth Leadership for an Emerging Jordan” in Tallal Abu Ghazaleh Group
- **Recommended Tools (printed, TV, radio)** – All NGOs used email; a majority used websites, many used e-newsletters, and most produced booklets, posters, brochures, flyers, street boards, and banners for awareness campaigns. Very few used radio, although a few mentioned its importance to targeting youth (JREDS). However, AIESEC used Amman FM and Play 99 but said it wasn’t effective. Television was viewed as expensive for advertising, but TV talk shows were a tool for pushing awareness. Only one had used a bumper sticker for a democracy campaign. A few used films/DVDs and newspapers (Al Rai, Dastour, Jordan Times), and a few produced ‘souvenirs’ – t-shirts, caps, book bags, mugs, and a clock.
 - **Social Marketing Outlets** – Blog sites were the most popular – six including MSD, JES, RSCN, FOEME, HCCSD, JOHUD. Five NGOs used Facebook – JES, MSD, FOEME, JRF, HCCSD, and JHA is considering using it. Four NGOs used You Tube or Twitter – AIESCEC, HCCSD, JRF, and JREDS. Four NGOs used text messaging – JFBPW, JEPa, JRF, and HCCSD. The environmental NGOs were the most likely to use social marketing outlets.
 - **Training Plan** – Only five organizations had an annual training plan – RHAS, RSCN, FOEME, JRF, and AIESEC. Nine others did not have a plan but do training – JREDS, JFBPW, JES, JEPa, JOHUD, JHA (will do a plan), CSBE, MIRRA (had a budget), NHF, and CCA (train students more than staff). Mercy Corps: Small projects within MC have no training plan for their staff, but they have a training program designed by the HO and conducted for the FO which could be implemented once every two years. It was not clear regarding the CBIWDM Staff, most probably, the CBIWDM manager stated that they are seeking for training opportunities that suites their staff duties in order to built the staff capacity, at the same time, however, the priority is to get the work done on the due dates, so that, in case any training program will be canceled if it is overlapped with the project’s achievements process.
 - **Training Experience**– The most common training was communications – (18 NGO). At the same time, the researchers are not sure about the type of communication training that those NGOs received, the majority received very basic communication training that is not related to strategic thinking and branding. JREDS, JRF are the only NGOs that the researchers feel confident to say that they attend specific communication training programs. NGOs received a lot of training in project management – (17 NGOs) mainly through donors, 15 NGOs received training in monitoring and evaluation, 13 each for PR, workshop facilitation, media advocacy, water, financial management, and hygiene. 12 NGOS were trained in human resource management, environmental awareness, research, and agriculture. 11 were trained in grants management and recycling, nine were trained in web site design or maintenance. The areas of least training were energy – 7, environmental curriculum writing -5, and fundraising – 5. (So in the topical areas, water has received the most attention, recycling a medium amount, and energy the least.).

RSCN has a trained staff in all the subjects related to project management and environmental awareness/ curriculum writing. Moreover, RSCN staff is certified to conduct international and regional training in Ecological Research, Environmental Law Enforcement, and Environmental Education Curricula Development.

Mercy Corps at the time of the interview was managed by Omar Al Hmud who has a long experience in socio-economic development and the staff has the previous experience in JRF, MOP and other development institution. The CBIWDM project that is running under MC is managed by COP Shadi Bushnaq who was one of WEPIA staff. The staff is well trained through MC certified trainers and through their work experience with national organizations.

JOHUD stated that the Small Business Development Center which is the capacity building and training unit has been chosen by AED to be the training unit that will provide AED with all the training programs that will be needed. On the other hand, JRF has a specific unit for capacity building and business development services in which JRF provides training programs to regional and national institutions.

JRF do not have an employed trainers, instead they are working with a pool of 40 consultants in different business, social and vocational training subjects. Also, the capacity building unit within JRF provides capacity building programs for the JRF staff such as a TOT program, presentation skills, and business planning and project management. Additionally, JRF has certified trainers on community mobilization, youth development, and child safety.

Although FOEME is an environmental focus, it is more than ten years of experience, and have projects related to changing people behavior, FOEME does not has trained staff on media advocacy and M&E.

The YMWA has a technical staff who trained in special education, they receive no business or communication related training.

CSBE believes on the technical training only, they invest on the education of their staff and on the training that has a technical support component for their work.

The IUCN conducted TOTs and training workshop related to media advocacy and environmental challenges in Jordan for NGOs, the RSCN and JOHUD had participated in such activities.

The HFWR and the JWU have no training specifications, both are focus on the right of women in law but they did not get any specific training in media advocacy or communication.

AIESEC capacity building is based on self-led experience methods and mentorship activities. The whole 13 years of experience for AIESEC all over the world is documented and any staff member can join the e-networks and get on-line courses from within the AIESEC documentation. More over AIESEC has conducted the following capacity building activities:

1. Six workshops and training activities in leadership, entrepreneurship, and writing effective press releases.
2. Received 6 grants from SABEQ for capacity building programs on the internal & external communication plans, and media relations, channels and tools.
3. Exchange programs for a period of 2-18 months on 170 countries.
4. Internship program that contain 10 workshops yearly for interested candidates

JHFDJB do not believe on training programs, however, they are developing a training plan for their staff to get trained in technical subjects outside Jordan. When dealing with local communities in the Jordanian Badia, the NGO prefer to do a face to face coaching not training.

ARIJ NGO is focusing on building the staff capability on media advocacy and effective communication skills,

- **Management Training** – RHAS, RSCN, JREDS, JRF, FOEME, JEPA, NHF, and JWU are well experienced with managing projects and grants, and have staff who have been trained in many forms of management – project, financial, M&E, etc. JES, JSSD, and JFBPW seem somewhat chaotic and disorganized, although it is hard to know definitively – management is certainly dedicated to their mandates. JOHUD is under reorganization and management appears to be struggling. But their staffs, too, have all been trained in project and financial management. Some of the smaller organizations such as the Tree Association, CSBE, HCCS, and the YMWA seem to be well run and well organized, with clear mandates and activities, although the Tree Association, YMWA, and HCCs do not have management training. MSD and HFWR appear to be close to one person organizations, albeit well trained and well organized but with few staff or project management responsibilities. Management at AIESEC and JHFDJB is unclear. The Jordan Hotel Association is under new management, and the Executive Director has HR, project and financial management training. The CCA has on-going management that has been in place for decades (organizational founders), who seem very dedicated to their mandate but perhaps management has become outdated and somewhat inactive.
- **Training Certification** – The most common certification was Training of Trainer (ToT) – 13 NGOs, followed by Master Trainer – 8 NGOs, followed by Project Management Professional certification – 6 NGOs. A variety of other types of certifications followed including three in environmental trainer and three in communications trainer. Surprisingly, 30% or eight NGOs had certified LEED specialists on board, and there was a slight disconnect with only seven responding to having energy training.
- **Certified trainers employed at the interviewed NGOs:**
 - **MIRRA** has an Irrigation Systems Design (Agricultural Irrigation) Specialist
 - **JRF** has certified trainer, one master trainer and Organic Certification in policy adaptation and project implementation, in addition to communication trainers.
 - **RSCN** has a certified master trainer and biodiversity specialist. Moreover two of the RSCN Staff have the LEED Certification.
 - **JREDS** has a certified LEEDs trainer and a master trainer. Moreover, the Executive director has a certification as Management Tourism Associate, Intl. Enterprise Development, and Sustainable Futures
 - **JES** and **JNEFI** managers are LEED certified trainer
 - **FOEME** has certified staff members in IUI – solid waste
 - **Mercy Corps** has a certified master trainers and trainers in Leadership, Participatory Approaches
 - **The Tree** has a certified master trainer and communication trainer in addition to the LEED certified member
 - **JSSD** has a certified LEED trainer, environmental trainers, and a master trainer
 - **JOHUD** and **HCCSD** have certified master trainers and communication trainers.
 - **JRES** has one certified LEED trainer
 - **NHF-IFH** has 12 master trainers and specialized trainers in several health topics
- **Boards of Directors** – All NGOs had organized Boards of Directors except JOHUD and JNEFI but their authority over decision-making was not a discussion point.
- **Understanding of Social Marketing** - 14 respondents said they had never heard of social marketing; 8 had training in it– 5 through WEPIA (RSCN, JRES, JES, Mercy Corps, CSBE, 1 through SABEQ, and it is unclear where JOHUD and JSSD received their training). Three NGOs said they had heard of it but had no training and would like it – NHF, MSD, and FOEME. One organization seemed to confuse marketing with social marketing – JEPA. Only CSBE said they did not believe in social marketing.

In general, few number of the interviewed NGOs have heard about the social marketing concept and a very few have received a training on this concept. The CSBE was not a believer of Social Marketing; eventually they did not get the different that could be made in case the project used the social marketing module. JES founded a very challenging subject, while the JFBPW did not remember what it was exactly about. JREDS was impressed by the training and they sustain the training manual within their units. The RSCN said that they have worked on the curriculum development and it is existing know.

RSCN stated that social marketing is more like advocacy where the NGO marketing the action itself. IUCN stated that social marketing is to focus on the achievements where these achievements should be for the benefits of the public.

2.3.3 Matrix C – Financial Sustainability including Fundraising & Monitoring & Evaluation

The purpose of this matrix is to illustrate the systems that are in place to help the NGO survive and be sustainable, including membership drives and related fees, volunteers, fundraising techniques, and partnering. In some cases, we asked about project and operating budgets, but the responses were often either murky or as if they felt it wasn't really our business. Each organization states that they are required by law to do detailed budgets with specific line items, so this question was omitted from the chart. The chart also illustrates whether the staff is qualified to do project and grant management and whether monitoring and evaluation systems are in place, i.e., linking management to the ability to handle campaigns. (M&E, as important to donors and corporate grant managers, is logically linked to financial sustainability.)

MATRIX C – FINANCIAL SUSTAINABILITY INCLUDING FUNDRAISING & M&E

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
Royal Health Awareness Society (RHAS)	Yes but just launched	Not yet; will launch a fee-based health news-letter	Yes – have a network of youth (ages 17-23) who do advocacy of health policy (ex. We Are All Jordan Campaign)	Yes	Yes - # unclear Raises money through donors and the private sector	AED JRF Min. of Health, Education Planning Pt. with media org.	Certified project management professional. Monitoring – they used EPIC to do a four month market survey/interviewed 1000 on the effectiveness of Abu Saleem Cartoon Hired Nielsen to do an evaluation – their survey showed that participants in their Abu Saleem program changed at least one behavior.
Jordan Forum for Business & Prof. Women (JFBPW)	Yes – 200 members of which 85 are active	Pay annual fees on a sliding scale – students JD 15, start-up prof. JD 35-55, business owners JD 75, corp. JD 2000	Yes 2 from US	Yes – only one/the CEO – other staff needs training	Wrote 15 in response to RFPs/won 3 including EU and USAID, hoping for grant from GEF	Natl. Women's Legal Assoc., Microfund for Women, Jerash Rural Women Dev. Assoc., SSA Mother-hood Fund Min of Labor Coop Agreement to create 5000 jobs for women Min of Industry & Trade 2010 franchise project Min of Agric. Min of Tourism	Internationally certified Project Manager; M&E through pre and post assessment – follow-up is one year
Royal Marine Conservation	Yes – 100 are paying	Yes – complicated	Yes – primarily	Yes	Did not say the number, but writes	Yes JRF, JES, RSCN	Trained in financial management & PM

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
Society of Jordan (JREDS)	members (He doesn't like it but his work plan targets raising 10% new members per year)	formula (students JD 5, contributor JD 15, 1 st year & active supports JD 25, family JD 45, special friend JD 100, corp. JD 250, Lifetime JD 300, associate JD 1000, conservationist JD 1500)	international		proposals under three categories: grants, capital campaign, other campaigns (ex. Clean Up the World – raised \$100,000) Said WEPAI trained in fund-raising now only AMID-EAST provides training –need program & linkages to intl. corp. donors	(said Jordan has difficulty in building pt, but it is getting better) Min. of Education, Environ. Energy, Agric., ASEZ	Professional They do monitoring; said if funded to baseline surveys
Jordan Environment Society (JES)	Yes – 1500 regular and 100 institutional	Yes – but very low Youth (below 18) pay JD 1 & Regular members pay JD 5 Inst. pay JD 50	Yes – did not say a number	Said No (?) but must?	They receive money from donors (USAID – WEPIA & SABEQ began Green Building Council at JES in 2009) & GAM	All environ-mental NGOS meet at JES – RSCN, JREDS, Badia, FOE, FOA Min. of Environ. Planning Water Religious Affairs	Staff is not trained in PM, but they are trained in M&E He provided a copy of the indicators they use to monitor and evaluate projects
Royal Society for the Conservation of Nature (RSCN)	Yes – 4700 of which 700 are paid members (4000 are Friends of RSCN – free if you sign up on	Yes – Individual JD 25, Family JD 40, Corp. JD 250, Life JD 500	Yes – did not give a number	Yes –but did not give a number. The Division head writes the	They write proposals to donors (e.g., GEF, USAID) and sponsors (ARA-MEX, hotels etc)	Yes – Tree Assoc., JREDS, JES Min of Education, Environment, Agric. Water Planning	Trained in PM/certified PMP and they train others; also trained in Financial Management. Every department has M&E but they need more training. (As part of their

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
	email			proposal & coordinates with PR Dept. .			management plans' evaluation process, they use environmental indicators and flora and fauna monitoring to show changes in biodiversity.) NOTE: The RSCN Board recently decided NOT to take on new projects but to focus for the coming five years on existing work and organizing five new protected areas
Mercy Corps	No	No	No	Yes	They respond to RFPs from donors – USAID, Dutch Embassy, etc.	Yes – JOHUD, JRF, RSS, Comm. Centers, Princess Basma Youth Center Min of Social Dev., Planning Water	Trained/certified PMP Have program specific monitoring, e.g., water conservation checked meters with the Min of Water
Friends of Earth Middle East (FOEME)	Yes Organizational Not individual RSCN & JREDS – Chair is one of JREDS founders (JES will not	No	Yes – international US, Italy, Japan, Greece, currently Lebanon	Yes	They are funded by donors such as USAID & private fd (e.g., H. Boll Fd – German)	Yes – RSCN & JREDS JSD Min of Water, JVA, Planning, Env., Army – said poor relations with Min of Education &	They train others in PM but would also like advanced training; they are trained in financial management, BUT not in M&E – said they need training. They use two systems for M&E – questionnaire/ Evaluation form & hire

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
	because of work with Israel)					difficult to work with	independent parties from outside to evaluate (ex. Woodrow Wilson Inst. Or Yale U.)
Tree Assoc./Al Shajarah	Yes – starting in 2010 Targeting 500	Will pay - Individuals JD 50-500 Small bus. JD 1000	Yes – have a network of volunteers in local communities; also prof. volunteers in Amman – ex. graphic designer	Yes	Yes - Write 5-6 major proposals per year Funded by donors (e.g., USAID paid \$30,000 for a forest; Dutch Embassy paid \$24,000) and private businesses	Yes – they were launched by RSCN and 2 RSCN reps are on their Board He said there is a lack of teaming in Jordan – ‘suffer from tribalism’ Min of Env is on Steering Comm. Min of Ag (forestry)	Trained in PM; would like training in Fin. Management & M&E Not clear whether they do it on projects
Jordan Exporters & Producers Assoc. for Fruits & Vegetables (JEPA)	Yes – 200 including the Royal family (must have a business registered with the Min of Industry & Trade)	Yes from JD 100-750, based on size and whether first time member	Yes – members provide TA (speakers)	Yes	Yes – did not offer a number – funded by JETCO & members	Yes – JRF, Tomato Growers Assoc., Tamur Dates, trying for pt. with Organic Farmers NGO	Certified PMP & trained in financial management. He ran the M&E department at the World Bank before taking this position.
Jordanian Hashemite Fund for Human Dev. (JOHUD)	No	NA	Yes – did not say how many	Yes	Yes, wrote 6-7 grant proposals in 2009	Yes –MIRRA Pipeline Water & NEF Poverty Pockets, JRF, also on IUCN’s intl. comm.. and rep. Jordan on Millennium	Use M&E tools; in process of designing for water saving project

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
						Challenge Account	
Young Muslim Women's Assoc. (YMWAA)	No	NA	Yes – two from Amb. Bible Center	Yes – annual events with corp. & govt. sponsors, not donor proposals	NA	Yes – Min. of Education pays teachers' salaries	NA
Jordan Hotel Assoc. (JHA)	Yes – 400 (300 classified hotels, 100 unclassified hotels)	Yes – sliding scale based on # of rooms (i.e. 5 star pay JD 10, 1 star pays JD 2)	Yes – board members	Yes – went dormant, now re-starting under him	No	No to NGOs Yes – Jordan Applied U on training, Min of Tourism	No
Jordan River Foundation (JRF)	Friends Committee of 30	Yes – did not say amount	Yes	Yes	15 grants awarded in 2009	PT w/ JOHUD, RSCN – Ajloun Ecot. Dev. & Integrated Ecosystem Manag., Soc for Organic Farming – standards, CBIWDM Project with Mercy Corps to 2011; also NHF & NEF Qudorat. Linked to ministries – MoPIC Qudorat capacity building CBOs; on MoE Natl. Steering	Doing an impact assessment of all their projects

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
						Comm. for Integ. Waste Manag. Olive Oil Pressing Pt. w/Mo Education, Social Dev. Water, Public Works, Agriculture, ASEZA	
Jordan Network Enviro. Friendly Industries (JNEFI)	No	NA	Yes	No	No	All of JNEFI's work is through other NGOs – RSS, FOE, JUST. Min of Env. Eco-Cities Medit. Forum, Min of Energy & NERC, Planning	No
Hayat Center for Civil Society Dev. (HCCSD)	Yes	No – free	Yes committees in each governorate (100-150)	Yes	Target three wins per year	AED, Jordan Youth Forum MoPIC, Higher Youth Council	Yes – always prepare evaluations with pre and post project questionnaires & indicators
Center for Study Built Environment (CSBE)	No (although a list on web site)	NA	Yes – architects	No – consulting work	No – although they have a project with IDARA	JOHUD JES RSCN	No
Community Centers Assoc. (CCA)	Yes - 136	1 JD annually	Yes – including U of Jordan students	Yes	No – seemed to be a disconnect here	Mercy Corps (Iraqi refugees), Save the Children, American Friends MoPIC recycling under Poverty Pocket-trained CBOs	Yes – extensive after each project to see whether or not changed behavior
Jordan Society for	Yes – 39	He wasn't sure –	Yes	Yes	Yes – five in 2009	Women's Assoc.	Yes – said monitoring

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
Sustainable Dev. (JSSD)	individual, Institutional IUCN & GEF	Director would know (I could not open web site to check it)				of Aqaba, RSS, MoEnv., MoPIC, Agric., Higher Youth Council, Intl. org. IUCN & GEF	indicated that the result of their recycling project in Aqaba was that the community believed in recycling
Jordan Renewable Energy Society (JRES)	Yes – he said 125 – 75 individuals, 50 cos. about 25 members are listed on the web site.	7. Ye Individuals pay JD 50 and Companies pay JD 100. The society currently have 125 registered members (50 companies & 75 individuals) but no paid members	Yes – five	No	No	Not NGOs but universities	Not yet
Methods for Irrigation & Agriculture (MIRRA)	No	NA	No	Yes	Yes – three proposals funded in 2009	JOHUD, also Potash Co., MoAg, MoWater, JVA	Yes monitored irrigation project in JV to minimize water usage
Noor Al-Hussein Foundation (NHF) Institute for Family Health (IFH)	No	NA	Yes - many students from universities in the US	Yes	IFH - 5-6 per year at the IFH to cover 50% of funding	Yes – JRF, MEZAN (?) Freedom House (assume USAID) Min of Health, Education Min of Energy is on their board	Unclear for IFH; web site indicates M&E for NHF
Human Forum for Women's Rights (HFWR)	Yes - 80	Yes – JD 5 annually	Yes – members volunteer their offices for helping with design	Yes	Wrote 3 proposals in 2009, won one	Yes – Freedom House, AED, Noreen Fund for Human Rights No links to ministries	Unclear

NGO	Members	Member Fees	Volunteer Assistance	Staff does Fund-raising	Annual Grant Proposals to Donors Others	Partner with other NGOs Ministries Other	Grant Management & Monitoring & Evaluation
Jordanian Women's Union (JWU)	Yes - 3000	Yes – JD 2 annually	Yes ?	Yes	Wrote 8 in 2009, won 3 (1 EU funded & 2 others, do not take money from USAID)	Yes – JRF, CARE, Save the Children	Yes
Madaba for Supporting Development (MSD)	No	NA	Yes – 200 active volunteers – has very organized files and volunteer application forms	Yes	Wrote 5 proposals in 2009 – none succeeded – EU said too small an NGO to manage an alternative energy project	Yes RHAS/ Madrasati, Save the Children, American Friends Soc., Badia Ladies Society – many regional Arab org. Municipalities of Madaba and Amman Min of Educ., MoPID, MoE, MoI, MoSD	Yes – successfully changed the law for improved public behavior
Arab Reporters for Investigative Journalism (ARIJ)	No	NA	No	Yes	Did not say	AED in Syria Pt with media & regional org.	NA
Intl. Platform for Young People to Explore & Develop Leadership Potential	Yes - 100	No	Yes	Yes	Submitted 50 proposals last year – didn't say win rate	JRF, JOHUD, IDAMA, private str (ARAMEX)	Unclear
Hashemite Fund for Development of Jordan Badia (HFDJB)	No	NA	Yes	Not yet	But said funded by USAID & GTZ	One of primary objectives is to pt. with NGOs- RSCN Wadi Araba tourism project Water Users Assoc. Wadi Mousa, MoTI, MoWI, MoPW, MoA	Unclear

Analysis of Matrix C- Financial Sustainability including Fundraising & Monitoring & Evaluation

- **Membership Base**– Total paying membership amongst all 27 NGOs is around 6630, a low figure (plus the 4000 free internet sign-ups at RSCN). There are few corporate members. Ten of the NGOs do not have members (JOHUD, YMWA, JNEFI, MIRAA, ARIJ, NHF, MSD, and HFDJB). Two NGOs are establishing membership categories - RHAS and the Tree Association. Two of the NGOs are small with memberships under 100 - FoEME (two institutional members – RSCN & JREDS), JRF (30 Friends), JSSD (39) and HFWR (80). NGOs that have between 100 and 200 members are JREDS (100), JRES (125), HCCSD (136), JFPBW (200), and JEPA (200). Larger NGOs with memberships exceeding 200 are RSCN with 4700 internet/700 paid, JES (1600) and the largest is JWU (3000).
- **Fees** – There appears to be a correlation between the size of the membership base and the annual fee, i.e., two of the largest NGOs required only 1-5 JD in annual fees (JES – JD 1 individuals and JD 5 corporate, and JWU – 2 JD). RSCN seemed to have the most well thought out membership fee scale for its 700 paying members - from 25 JD for individuals to 500 corporate. JEPA was expensive compared to the rest at JD 100-750, although their membership is very targeted and related to legal credentials, so they are not looking for a large base. JHA offered member hotels a sliding scale fee (per the number of rooms).

Table 6: THE NUMBER OF MEMBERS OF THE INTERVIEWED NGOS

NGO	No. of members of the NGO	NGO	No. of members of the NGO
AIESEC	100 individuals	JRES	125 members, 50 companies and 75 individuals
JWU	3000 paid members	JSSD	39 individual + organizational (IUCN, GEF)
HFWR	80 individuals	FOEME	Organizational membership: Two – RSCN & JREDS
IUCN	46 members (40 of them are from Jordan)	JHA	400 (mandatory unless unclassified – 300 members are classified, 100 unclassified but want to be members; B&B in new law)
JEPA	200 farmers	JES	1500 regular and 100 institutional
RHAS	Just launched membership program for Friends of RHAS, but still being formalized.	JFPBW	200 women (of which 85 are active)
JREDS	100 paid members	RSCN	4700 – Friends of RSCN/Free via email = 4000; paid members = 700

- **Volunteers** – All except three NGOs – Mercy Corps, MIRRA, ARIJ – had a volunteer base. RHAS used their youth volunteer network for health advocacy. Organizations like MSD have formally organized their volunteer base and they use application forms.
- **Staff Fundraising & Proposals** – Nearly all NGOs did some form of fundraising. Only JNEFI, JES, and CSBE said they did not, although JES and CSBE must to win donor support. RSCN starts the proposal process at the department/director level and then sends it to their PR Communications staff for input. It is hard to know the average win rate on proposals, but for example in 2009 JFPBW wrote 15/won 3, JFWR wrote three/2on one, JWU wrote 8/won 3, MSD wrote 5/won 0. JRF did not say how

many proposal they had wrote, but they won 15. Little was mentioned of corporate grants – AIESEC mentioned ARAMEX, and some organizations had corporate members. The best web site for this was NHF, which had a full page on the benefits of corporate sponsorship. Fourteen interviewed NGOs have specific fund raising activities. IUCN, JHA, JEPA, the Tree, RSCN, JES, JREDS, JWU and JFBPW are depending on the membership fees as one income resources for their NGOs. The RSCN decide not to take any new grant/fund to start any new project, they rather focus on developing their current work during the next five years. JES, YMWA, and JHA did not do have any certain amount of money that they need to raise fund to cover it. Table 7 presents the NGOs that have fundraising activities and what type of fund raising they are doing.

Table 7: THE FUND RAISING ACTIVITIES WITH NGOS

NGO	Raising funds for operations and/or programs	Write number of grant proposals per year	Additional comments
RHAS	Yes	Yes	Authors the proposals. Raise money locally with the private sector and internationally with the donors. Proposals follow the donor RFPs. Have successfully raised money from the World Diabetes Foundation, Safe Kids International, and Johns Hopkins U/USAID.
JFBPW	Membership fees Annual fees on a sliding scale according to age, experience, income, i.e., Students pay JD 15, Start-up Professionals pay JD 35-55, Business Owners pay JD 75, & Corporations pay JD 2000.	Submits an idea for a proposal either directly or through the Board Liaison, and they review and approve or decline.	Staff is not involved at all, the fundraising done by the director who wrote 15 and won 3 including SABEQ/USAID and EU.
JREDS	Membership fees 25 JD – some pay more including Movenpick, Saraya, Royal Yacht Club, etc. Arab Potash pays \$50,000. According to their bylaws, they can't have more than 25% of their revenue from any one source – always supposed to diversify	Yes	Categories are grants, capital campaign, and other campaigns. Ex. their Clean Up the World Campaign raised \$100,000.
JES	Membership fees Youth (below 18) – 1 JD, 5 JD per year/regular and 50 JD per year/institutional Bylaws	No	
RSCN	Membership fees 4700	Yes	The Division Heads usually write the proposals and then coordinate with the PR Dept. NOTE: The Board recently decided NOT to take more projects, but rather to focus for the next five years on existing work and organizing five new protected areas.
The Tree	Membership fees Individuals will pay 50-500 JD, companies and small businesses will pay 1000 JD USAID already paid \$30,000 for a forest and the Dutch Embassy paid \$24,000.	Yes	5-6 major per year

NGO	Raising funds for operations and/or programs	Write number of grant proposals per year	Additional comments
JEPA	Membership fees JD 100 annual fee/another 150 if first time member; larger associations/companies JD 500/750 if first time member	Yes	
YMWA	Yes	No	Host one event annually plus Iftar during Ramadan – they make revenue from ticket sales and corporate sponsors for students. Re their 150 students, their 2050 JD annual fees are paid as follows: 50 paid by their parents, 50 paid by sponsors, and 50 paid by the Min. of Social Dev.
JHA	Membership Fees: Fee is by # of rooms – i.e., 5 star hotels pay 10 JD/room, 4 star hotels pay 8 JD/room, 3 star pay 6 JD/room, 2 star pay 4 JD/room, and 1 star pay 2 JD/room (did not mention fee to unclassified) In exchange they receive daily e-news on tourism – that list includes 1000 names.		
JRF	Yes	Yes Responsibilities of the resource development department, but the JRF programs unit develop the technical content and provide technical inputs.	15 grants have been received in 2009 (CEP) Fundraising Events: Ramadan Sohour Galla Dinner
NHF-IFH	yes	Yes	5-6 major per year 50% of the center cost covered through the training and counseling services in addition to the clinic income. The other 50% of the center expenses should be covered through raising funds for certain projects
MSD	yes	yes	Wrote five proposals in 2009, but none succeeded – SABEQ said there wasn't a link with their work. (not comfortable in English)
JWU	Membership fees 3000 paid members, 2 JD per member	Yes	Wrote 8 in 2009; won 1 EU and 2 others

The CCA do not have any fund raising activities that are planned to be done yearly, alternatively, they depends on RFPs announced by donors and they have 136 members, each member pay 1 JD per year. FOEME and JOHUD stated that they are writing number of proposals per year and they do fund raising activities but they did not speak about their activities. CSBE was not clear; they just speak about some consultancy services that they are conducting. At the same time, the JSSD interviewee person was not sure about the fundraising activities done by JSSD; it seems that the decision is on the hand of the JSSD director. MIRRA as a newly dependent NGO succeed on raising fund throw 3 proposals. On the other hand HCCD is just seeking to get 3 grants approved or on-going in order to ensure stability and financial balance. The HCCSD staff does not try to expand their income. ARIJ is more depends on the income generated through consultancy services. AIESEC also depends on the income resources of the internship fees.

- **Partnering** – JRF is the most active in forming partnerships with seven NGOs – RHAS, JREDS, Mercy Corps, JEPA, JOHUD, NHF, NEF. Environmental NGOs as a group are the most active in partnering. RSCN has partnerships with six other NGOs (JREDS, JES, Tree Association, FoEME, JRF, HFDJB) .

JES also has partnerships with six NGOs - JREDS, RSCN, Badia, Friends of Environment, Friends of Archaeology, and CSBE. The Ministries of Planning, Environment and Education were the most often mentioned government partnerships, followed by MoA and MoWI. Only HFWR said they have no links to ministries. There was limited partnering with corporations (JREDS and NHF mentioned and RSCN has some). Media partners were mentioned by not only ARIJ, which would be expected because of their mandate, but also RHAS and JRF.

- ***Grant Management & Monitoring and Evaluation*** – Approximately one-fourth of the NGOs do not appear to do grant management and monitoring, including YMWA, JHA, JNEFI, CSBE (although they must as they have donor funds), JRES, and HFWR. Most of the others were adamant that they do it well and some provided indicators (JES). RHAS and FOEME hired outside experts to evaluate their project results.

NGOs environmental experience and previous experience in work related to changing behavior

This narrative looks at the NGOs' environmental technical experience, training, project and partnering experience in the three primary project areas - water, energy, and solid waste.

NGOs with no environmental experience or training include the RHAS, YMWA, JHA, HCCSD, JWU, HFWR, ARIJ, AIESEC, and HFDJB – only the last one has environmental issues as part of its mandate. RHAS, JHA, and ARIJ were interested in environmental training.

NGOs without an environmental mandate but with some experience and a lot of interest include JFBPW. They received training from WEPIA in water saving, and they have a certified environmental trainer on staff. They also have a proposal out to GEF on water harvesting and to other donors on developing an Eco Community that would include energy conservation.

NGOs with environmental mandates and extensive project experience include JREDS, JES, RSCN, FOEME, Al Shajarah/Tree Association, JNEFI, JSSD, and JRES.

Health focuses NGOs working on changing people behavior from incorrect health habits to healthier life style. RHAS and NHF-IFH are two NGOs that have this experience, RHAS is new NGO started 2005 while the IFH has 6 years of experience. All the NGOs programs/projects are explained below in table 8 which is a group of tables that specify the NGOs programs based on the NGOs area of focus.

Table 8: THE NGOS PROGRAMS AND THEIR PARTNERS/DONORS

NGO	The program	Target group	Partners/donors
RHAS	Six changing behavior projects towards health life style;		
	2008, Healthy Schools,	40 schools of Madrasati Initiative Kids, youth	MOH, MOE, EHO, UNISCO, Jordan Health Communication Partnership Program (JHCP)
	2007, KAFA (traffic awareness) the slogan means enough reckless driving, enough speeding, enough killing of the innocent,	Within eight Jordanian University and 24 governmental schools in 8 governorates	Public Security Dept., and the Jordan traffic Institute
	2008, Global Micro-clinic Project,	Health centers at rural areas of Amman.	
	2006, King Abdullah II Award for Physical National Health Campaign (one hour of sport a day for 5 days/week over 6 weeks)	148 schools in 2006, 307 schools in 2007, 710 in 2008, and 700 in 2009.	The World Diabetes Foundation, MOH.
	2008, National Health Campaign (think right, live healthy)	Local communities during Ramadan	King Abdullah II Fund for Development, President Challenge Organization- USA, MOE, MOH, USA Embassy.
	2008, Think First Kit. (Injury prevention program)	Grades of KG to 8 at schools	WHO; Rubicon, Palestine Hospital, MOE
Assessment/ ensure sustainability:			
<ul style="list-style-type: none"> • Direct evaluation. • Monitoring through follow up visits. • Accreditation for the success schools • Capacity building for selected 22 youth to become ambassadors • Capacity building for teachers and the use of booklet as a guider • Assessment stated that 84% of the participants had reduced hba1c results and 32% had reached the normal results. 90% of participants had weight loss ranging from 1-16 Kg. • Linked the good students with various Jordanian sports clubs • Apply the Eduard Education System • Observations for unhealthy habits • Education materials • Involved teachers, parents and students 			
NHF-IFH	The program	Target group	Partners/donors
	Changing behavior toward healthy life style for mothers and children, 8 on-going programs and 24 specializations in health sector	Sweileh /area in Amman and 11 CBOs through mobile teams.	UNHCR, IRD International Relief and Development, EU, Jordan Red Crescent, MEPI, FREEDOM HOUSE; JRF, HYC, National Council for Family Affair
Assessment/ ensure sustainability:			
Each program has major components; the business component, research and need assessment, specialization in one subject of the health sector, and using interactive non-formal educational tools such as Music and interactive theater to talk about the health issue.			

The environmental focuses NGOs have projects related to changing the people behavior from under estimating the environmental resources to value these resources and share the responsibility of protecting them. Each of RSCN, JREDS, JES, FOEME, and the CSBE are environmental NGOs that have different ways on doing work under different theme for the purpose of protecting environmental resources. CSBE, JES and RSCN worked with WEPIA on different projects. GEF is a donor but funded project related to changing people behavior.

NGO	The program	Target group	Partners/donors
JREDS	Marine conservation (Underwater clean-up project, Beaches clean up)	Youth, schools	ASEZA, Aqapa Marine Park.
	Outreach and advocacy (Awareness, Eco-tourism Awareness, seashell museum) Sustainable Development Program (eco-diving) Apply the green key Blue Flag, Eco-schools (environmental management, certification and sustainable development Education	Eco-label for tourism facilitates Beaches and marinas, private boats owners Schools and their local communities	Heinrich Boll Foundation Foundation for Environmental Education. Foundation for Environmental Education
Assessment/ ensure sustainability: Involve tourism actors in taking up the responsibility Awarding and promoting good initiatives Publicly awarding sites that meet strict criteria of water quality Env. Information, management, and safety. It is a participatory approach			
JES	Recycling program Saving Water - WEPIA/Imam's guidebook Saving Energy - Seal the Deal, 350 Wake-up Call, Green Building Council start-up Medical Waste Management – 2008 finished a program on medical waste management with GTZ/budget 300,000 Euro	Not clear	Not clear
Assessment/ ensure sustainability: Recycling experience keeps building. The imams still call, and it is on-going as mentioned by JES but the researcher found out that in the field there is no activities done by JES through their branches and they offer training courses for some local communities which also stopped since years.			

RSCN	WEPIA curriculum; Managing the neutral reserves in Jordan	Tourist, national tourists, people believes in protecting natural reserves sites and in monitor hunting	RESCATE, USAID fund Private sector sponsorship, AIRIX, IUCN, JOHUD, Royal Badia Force, GAM, GTZ, Netherlands Embassy, JRF, Swiss Agency for development & Cooperation, UNSCO, UNDP-GEF.
	Completed the Environmental Journalism Strengthening Program through 30 specialized environmental trainers Advocacy Unit within the policies department responsible of advocate foe environmental issues and to cover the areas that are environmentally protected through media channels	Journalist Media and decision makers	
Assessment/ ensure sustainability: Always use environmental indicators at reserves, management plans, ecological monitoring of key species; quarterly meetings check project progress. The RSCN do not announce the changing behavior policy, they believe on sharing the responsibility with their target group in order to give them a sense of ownership to the nature reserve. Receive a training on advocacy in Oxford- UK and a training on TOT for changing behavior campaigns management through the IUCN, plan to do environmental media guide supported by AIRIX that covers the environmental reporting skills Try to advocate on the policy makers level but unfortunately the parliament had dissolute			
FOEME	Water Trustees. Good Water Neighbors (a model for community development programs in regions of conflict, Local and regional projects to raise awareness and change behavior. Solid Waste management, own a 1350 dunum ecological park near Sheik Hussein, JV, designed for recreation/barbecuing	youth Each of three countries working with 9 communities across borders (Jordan, Israel, Palestine)	RSS, USAID, Embassy of Finland, European Commission SMAP, Wye River Program, UNESCO
	Assessment/ ensure sustainability: Depend on studies; Marine Environmental Component Study for the environmental and socio-economic cost benefit for the Red-Dead conduit, a Socio-Economic Component Study, and a concept document about the Dead Sea and the challenges related. . Issue books; one for water resources, use, and management in Jordan and Palestine, another book issues in the Advancing Conservation and Sustainable Development of the Dead Sea Basin-Broadening the Debate on Economic and Management issues For managing the part at JV, FOEME charge 1 JD per car for beduoin; also pay deposit when enter/returned if take garbage out of park		
CSBE	Working with WEPIA on the guide book for The Water –Thrifty Garden and apply the concept on one of the gardens in Amman and it is still operated.		MOWI, USAID, IdRC, JOHUD

working with IDARA until 2011 - did fact-finding on people's perceptions of a park, i.e., whether or not it is acceptable to use Xeriscaping; developed a design module for U of Jordan	
Conducted water pricing studies with ECOCONSULT for the Min. of Finance	
Assessment/ ensure sustainability: Depend on studies and research and a well educated staff Published a book on Grey Water Use in the Middle East Create guide brochures that show problem, solutions and steps of implementation any solution. trained 70 municipal engineers on proper maintenance of parks	

NGOs that are socio-economic focus and have a good reach through a community centers or a CBOs have worked on changing people behavior through supporting international NGOs to implement their project such as the relationship between Mercy Corps and JRF on implementing the CBIWDM Project, the relationship between MIRRA and JOHUD to implement and sustain the Water Management projects, and the relationship between GTZ and JOHUD to implement the Women Wise Project.

NGO	The program	Target group	Partners/donors
Mercy Corps	Community Based Initiative For Water Demand Management/CBIWDM	12 governorates of Jordan – 150 grants	USAID fund, RSS, JRF, JOHUD.
	Assessment/ ensure sustainability: Capacity building for CBOS, Monitored by checking at the meter with the Min. of Water, lending system, Raise awareness of lessons learned among policy makers.		
JOHUD	2005, Water Wise Women	Households, – target of 1000 per year	EU/ MEDWA/Balqa Applied U. funded by GTZ
	Starting Greywater Ajloun	Schools & Mosque	funded by Islamic Dev. Bank, Jeddah
	Queen Alia Competition for Social Responsibility, support competition amongst university students to design an energy saving house or facility with a focus on renewable; Produce an eight minute educational cartoon film and song on energy efficiency and renewable resources for distribution in all schools.	Universities/ civil engineering They left the decision to the school managements to decide which grade to target.	USAID Energy Office
	Assessment/ ensure sustainability: gathering volunteers, training in 8 modules – they train 15 women, then each of them train 15 clearly there is no M&E process for Queen Alia Competition		
JRF	Technical team for the CBIWDM Project – Mercycorps.	Children Youth at schools and out of	Mercy-corps, RSS, RSCN, IYF, MOPIC/EPP, Member at the IUCN, AEI, RESCATE, GAM, DFID/ British Embassy,

	Jordan Environment and Water Education Organic farming focusing on integrated eco-system management in the JV, basically, integrated waste management of the olive oil industry.	schools Communities in underprivileged areas	Citigroup, UNICEF, NUQOL Group, ARAMEX/ Al RWAD, JEPa.
	Assessment/ ensure sustainability: Measuring the water consumption before and after the project implementation. measure the maintenance of drip irrigation networks and water networks in the house An Impact Assessment of all projects is taking place during February 2010 at JRF JRF projects are designed and implemented and owned by the local people, and then, JRF supervises the local performance through 10 years Develop the sustainability management report on 2007		
MIRRA	The Irrigation Optimization in the Jordan Valley” with a total budget of 4 M€. (pressure and flow). Treating waste water and use it for irrigation, train the farmers how to get the max. benefit from a minimum amount of water that is provided. This is due to the new irrigation law that the JVA started at the JV which decreased the amount of water that is used by farmers to the half	Implemented at both levels - farmers and JVA. On the farmers’ level, to promote the use of water saving practices. At JVA, to improve the water delivery at FTA	JVA, SCP, MOWI, Irrigation Optimization in the Jordan Valley, AFD (the French Agency for Development)
	Assessment/ ensure sustainability: The program succeed on moving the farmers fear from using the treated water in irrigation and help the farmers to minimize the amount of water that was used (all monitored).		

The JFBPW worked with WEPIA and GEF to implement saving water programs but it is not clear what types of projects have been implemented.

HFDJB is working on changing the people work and income resources from activities that is badly affecting the Jordan Badia to activities that are environmentally friendly. The JHFDJB has the following projects:

- 1. The Use of Treated Water in Wadi Musa**, Funded by the USAID and implemented through the Water Users Association of the Red Dam in Wadi Musa. The project is implemented to serve 1069 donoms. The project is for the benefit of 44 farmers and provides JD 500 as a monthly income for each farmer.
- 2. Water Harvesting Project in Rwaished**, the project store 40 million m³ of water implemented through the MOW, MOPW, and MOA. Additionally the Badia fund implement a dam in collaboration with the Army in Bayer Area (south Badia), the dam can store 4.5 million m³.
- 3. Small Grants for 29 CBOs (Charitable and Cooperatives)**, implementing income generating projects according to the local communities needs

4. **Contract Farming in Rajef**, the term contract farming is agricultural production carried out according to an agreement between a buyer and farmers, which establishes conditions for the production and marketing of a farm product or products. Typically, the farmer agrees to provide established quantities of a specific agricultural product, meeting the quality standards and delivery schedule set by the purchaser. In turn, the buyer commits to purchase the product, often at a pre-determined price. In some cases the buyer also commits to support production through, for example, supplying farm inputs, land preparation, providing technical advice and arranging transport of produce to the buyer's premises

5. The Planting of Medical Herbs in Qreqra

2.3.4 NGO Capabilities

Based on the analysis of the questionnaires and further desk/web research, the Consultant's view is that there are capable NGOs, including RHAS, JREDS, RSCN, Mercy Corps, FOEME, JEPA, JRF, CSBE, NHF-IFH, and MIRRA.

The mentioned NGOs can properly plan, lay the foundation, and establish goals and objectives for a behavioral change project. They can conduct community research, develop appropriate communications strategy and simple, clear environmental messages/campaigns, pre-test, and implement. They are proven grant managers and understand the value of monitoring and evaluating project results. Because of their long reach into various communities, they are capable to target audiences, identify local allies, and understand community needs and barriers. Particularly, some of the environmentally oriented NGOs because of their sophistication with both environmental issues and campaigns are capable of understanding the problem, and devising an effective communications message.

JOHUD can be suspiciously added to this category since they are in the process of establishing their PR and Communication department, as well as, with JOHUD philosophy, the PR and Communication department is doing just PR for JOHUD image with no concentration on the communication policy/strategy internally and with the partners. Moreover, all the senior staff in JOHUD are new, they are months of experience in JOHUD and they have no record for the previous work of JOHUD. The only active department at JOHUD was Queen Alia Competition which also operating with no evaluation. On the other hand, the Nature Resource Management Program was the only program with a clear plan and implemented projects.

On the other hand, although JES is not effective in the communities outside Amman, but PAP can get benefit from their relationship, volunteers, and their branches facilities. JEPA has strong relationships with policy makers and VIP people of Jordan as they are the same exporter of Jordan's fruit and vegetables.

A second category that could benefit from training because they are start-ups with limited staff and funding but are environmentally knowledgeable includes the Tree Association, and perhaps the MSD, as well as MIRRA. ARIJ could make a unique partner because of their media orientation, as could AIESEC because of their focus on targeting youth and their donor project experience.

A third category of organizations who could do a small but very limited campaign, as they have less experience with donors and project management are YMWA, HCCSD (computer savvy). A fourth category of NGOs includes those that are about virtual networking, who might play a supportive project role as they are environmentally focused – JNEFI, JRES.

A fifth category of those who are perhaps not currently capable are those who are experienced but need to re-build or build their capabilities – JHA, CCA, JSSD. JHFDJB can also be added to this category, they are a new NGO and they are in the process of developing their departments, JHFDJB is a strong NGO and they have a good outreach and relationship in the Jordan Badia.

The sixth category is the NGOs that operate according to the available fund with no certain focus or tangible impact. Those are the women associations, particularly, the HFWR, JFBPW, and the JWU. (JWU is not interested, as they do not accept US government funds due to the war in Iraq and Afghanistan.)

Residual effects of WEPIA

The PAP project builds on the successes of the USAID funded Water Efficiency and Public Education Project (WEPIA), which ended in 2005. USAID extended the three year WEPIA project for two additional years of implementation. The project approach allowed WEPIA to address water conservation and efficiency on a scale not previously attempted in Jordan, and the results of WEPIA showed that the problem of water conservation in Jordan is “behavioral rather than technical.” (Source: USAID Outreach press release). Three principal themes shaped WEPIA activities:

1. Long-term strategies can ensure that water conservation and efficiency measures continue into the future,
2. Sustainability is a dynamic expression of growth and change, not a static target that can be achieved,
3. Building capacity of local supervisory partners and colleagues will help strengthen relationships and alleviate challenges and constraints.

The WEPIA Final Report lists a summary of goals and results, and this is compared below against the NGO surveys (the goals apply to the first phase of the project):

Goal #1 – Interactive water education programs are widely available and accessible to teachers, students, religious leaders, and NGOs.

- Of many WEPIA activities under this goal that directly involved NGOs were that water education programs were promoted – UNICEF’s and RSCN’s, 1,000 teachers were trained, and 4,000 religious leaders were trained. With regard to the PAP survey question whether or not the WEPIA program changed behavior, the RSCN respondent noted that he wasn’t sure as “it hasn’t been institutionalized, but the RSCN curriculum is still in place.”
- WEPIA organized training for 50% of Jordan’s 4000 religious leaders, 1000 of whom received training through NGO workshops with JES and JFBPW. JES stated that the water conservation manual done with WEPIA for religious leaders/imams was still being utilized and that JES still receives requests for it from imams around the country.
- WEPIA developed training for 400 members of women’s NGOs in water conservation and the use of water conserving devices, including the JFBPW, who the project interviewed. The JFBPW mentioned training under WEPIA, and responded that the program was successful, but seemed somewhat unfamiliar with it. (The surveyors requested additional follow-up information, but JFBPW never provided it.)
- WEPIA developed three professional courses on water conservation through arid and usually native landscapes (xeriscaping) with the University of Arizona and the CSBE, which produced a web site and a guidebook on horticulture suitable for arid areas such as Jordan, brochures (the graphic and technical quality of which was excellent), post cards, posters, etc. Expertise was built at CSBE in both xeriscaping and NGO management. They also developed a demonstration energy efficient ‘green house’ in Aqaba with WEPIA assistance, which is available to rent.

CSBE has maintained and evolved its expertise in xeriscaping and water conservation, and they were quickly able to provide us with copies of the guidebook and brochure. They were also very proud of the water conserving park that WEPIA funded across from their office in Jebel Weibdeh. In the future, they would like

to work with utilities to institutionalize energy conservation, i.e., to incentivize them and let the utilities figure out how to develop best practices for Jordan. They are also interested in developing a blueprint for schools that encompasses all aspects of sustainable design, and they have a staff member who is interested in producing a video on energy efficient siting and design. However, when asked the question about his experience with social marketing, he said he is “not a big believer.” He did not elaborate.

Goal #2 – Effective media campaigns that apply state-of-the-art social marketing techniques and use radio and television spots and special print materials are designed, tested, and disseminated. (The project recommended the development of three to six media campaigns, such as water resources, agriculture as a big consumer, water is not free, water-saving devices, and sources of groundwater contamination.)

- Many activities but no NGO names are listed in the WEPIA Final Report; however, the PAP did interview ARIJ, and they were very supportive of the need for training of journalists in order to effectively participate and promote water and energy conservation through the media.

Goal #3 – Significant increase in NGO capacity – partner NGOs will have the capacity to carry out sustained public awareness programs on water or other environmental issues.

- Partner NGOs received a variety of types of workshop training, including two workshops on social marketing, and training in public awareness and media, including RSCN, JES, CSBE, JFBPW, and Mercy Corps. JFBPW’s respondent was not trained under WEPIA (another staffer), but she noted that she was planning to take a USAID/SABEQ training course in February 2010. JES said that their social marketing staff member who was trained has left the organization, and the position has not been refilled. JEPA and JOHUD said they have been trained in social marketing, but did not seem familiar with WEPIA. (NGOs who indicated a strong interest in being trained by PAP in social marketing included FoEME, Tree Association, and JHA.)
- Partner NGOs including RSCN, JREDS, JFBPW, and CSBE also received training on fundraising. JREDS was emphatic that this training – particularly in fundraising – helped their organization to be more sustainable. The CSBE said that they do not do fundraising. The respondent at JFBPW was not trained by WEPIA, and she said she is the only one capable at the NGO of doing fundraising effectively – perhaps the WEPIA trained staff member left the NGO. Their WEPIA assisted fundraising plan was not mentioned. (However, she did talk about their women plumbers program, which WEPIA assisted with, and was quite proud of it.) JES did not mention fundraising, other than their membership fees which are very low (do not cover costs).

Goal #4 – Specific NGOs not mentioned in the report, although assumption that CSBE was involved in continued training on xeriscaping.

Goal #5 – Significant increase in the number of buildings that install water saving devices and collect rainwater for reuse.

- This goal supports the installation of water saving devices in hotels, hospitals, schools, public buildings and businesses, and alludes to at least one municipality adopting the WEPIA developed water management code. The Final Report does not mention specific NGOs; however, JREDS has become the national representative for FEE to implement the Green Key Program (tourism eco-labeling to reduce energy consumption) and this applies to hotels. In addition, although JHA appears not to have participated in WEPIA, there has been some trickle down pressure on hotels from past projects, probably WEPIA, and the new management clearly understands the importance of water savings in

tourism and hotel development, and is interested in training. (JHA recently developed new hotel standards – it is the Consultant’s belief that although the standards are improved they require strengthening in regard to water conservation as hotels are major water users.)

Goal #6 – Sustainable understanding and participation in water activities in selected communities.

- WEPIA completed eighteen grants to rural CBOs, and set up a women’s sales force for water-saving devices with JBPWA, training 120 women. This is the program that JBPWA seems most enthusiastic about, and it appears to be on-going.

3.0 CBOS SURVEY ANALYSIS AND FINDINGS

One of the objectives of the survey is to provide a deep analysis of the CBOs work and previous experience on implementing projects related to changing behavior, water and energy conservation, and/or solid water management. In particular, PAP is seeking to understand the CBOs community and identify which programs succeed and which not and what is the reasons behind. The CBOs survey conducted through a field visit to the local community where the CBO is based; in-depth-interviews were conducted with the management committee of the CBO and general observations were collected from the field. In general, the specialist interview with the CBOs was not limited to time as the CBOs time is more flexible than the NGOs time.

3.1 CBOs Profile and Main Focus

The CBO survey conducted for 8 CBOs; one CBO is based in Amman, one is based in JV which established by GTZ, and one is based on Maan which has a strong network in the south governorates, in addition to, the deep network with people of Maan itself. 3 CBOs are based in Jerash; in the villages of Gafgafa, Musharfieh, and Rashaydieh. 2 CBOs are based in Madaba; in the villages of Mleeh and Lib.

Table 9: THE GEOGRAPHICAL REACH OF THE SELECTED INTERVIEWED CBOS AND THEIR PROGRAMS

NGO Title	Main Office	Branches	Key Programs
Al Shomarieh Society	Amman Governorate – Al Shomarieh Village(R)		Mercy corps, the CBIWDM project
Jerasya Women’s Charity Society	Jerash – Al Rashaydieh Village (R)		Mercy Corps, the CBIWDM project Dairy factory Medical Herbs Planting
Al Musharfieh Charity Society	Jerash – Al Musharfieh Village (R)		Mercy Corps, the CBIWDM project
Gafgafa Charity Society for Social Development	Jerash – Gafgafa Village (R)		Nursery, Revolving funds Mercy Corps, the CBIWDM project
Al Deera Cooperative	Madaba – Lib Village (R)		Water treatment unit (Qudurat Project through NEF)
Mleeh Charity Association	Madaba – Mleeh Village (R)		Revolving funds for community services WEPIA Project Mercy Corps, the CBIWDM project
Water Users Association	JV – Northern Shuna (R)		Manage and monitor the water distribution among farmers in the JV
The South Society for Special Education	Ma'an Governorate – Ma'an City (U)	Aqaba and Tafielah	Special Education

The selected CBOs are a mix of CBOs that have previous experience in implementing water demand management projects mainly through Mercy Corps, the CBIWDM Project, and other CBOs that have different mandate but active and have a good reach such as the South Society and the Water Users Society. 7 out of the interviewed CBOs were CBOs based in rural areas including the one in Amman because it is in a very tiny village called a Shomarieh. Just one CBO can be considered as urban based CBO which is the South Society for Special Education. Moreover, one of the interviewed CBOs is cooperative which Al Deera Cooperative, while the other 7 CBOs are charitable societies.

The South Society for Special Education has a branch in Aqaba and another one in Tafieleh and provides services to all the other cities in the south, especially Karak and Shobak. Moreover, the South Society has two mobile clinics; one is fully equipped and the other still needs the hearing aid system.

Unlike the NGOs, the interviewed CBOs have no specific focus; it seems that they are following the donors' priorities and funds requirements. However, at the same time, CBOs have one goal in common which related to provide community services and implement projects in order to enhance the development of their local communities and improve the economic situation of the local people either through providing revolving funds that direct to establish income generating projects in order to increase the family income or through projects at the house or the farm level that enhance the quality of life and decrease the cost of living at the locals level. In general, the interview conducted determined the main projects of the interviewed CBOs that are presented in table 9.

Table 10: THE MAIN PROJECTS FOR THE INTERVIEWED CBOS

CBOs	Environ-mental	Non-Formal Activities For Children	Tourism	Economic Development	Agri-culture	Youth	Health	Others
Al Shomarieh		x						Social Services especially awareness activities
Jerasya Women's				income generating project that targeted women	x			
Al Musharfeh				revolving funds according to the local community's needs)				
Gafgafa for Social Development		x		income generating project)				social services
Al Deera Cooperative				x				social services

Mleeh Charity Association		x		x	x	x		social services
Water Users Association					x			
The South for Special Education								Special education

Most of the CBOs have the main objective of implementing Economic Development projects, three CBOs are focusing on kids' activities and non-formal activities for children (Mleeh, Gafgafa, and Al Shomarieh). Jerasa and Mleeh societies has an agriculture focus in addition to their main activities while the WUA is the only CBOs that only focusing on agricultural development. Mleeh society is targeting youth, women, families and farmers.

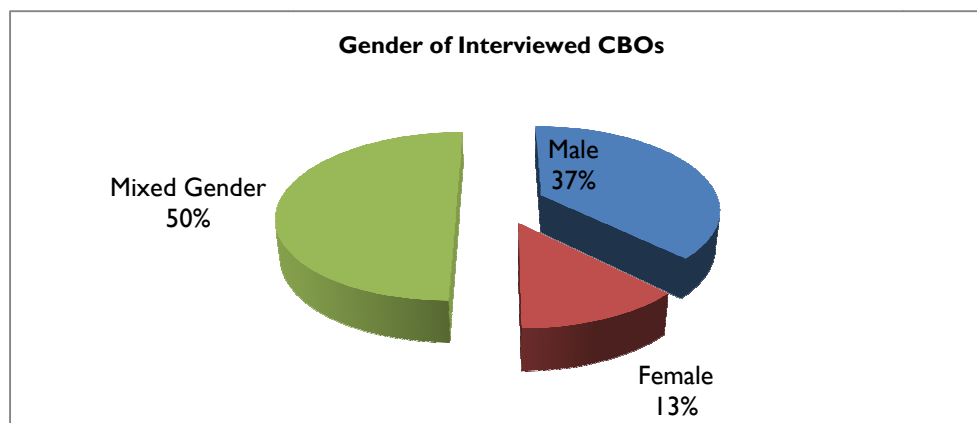
3.2 CBOs Characteristics

This section is presenting the gender of members of the interviewed CBOs, CBOs years of experience, the turnover within CBOs management committee, the educational outreach mandate with the CBOs, and the CBOs membership.

Gender of members at the Interviewed CBOs

50% of the interviewed CBOs have members from both gender (male and female), the 50% presents 4 societies which are (the South, Al Musharfieh, Gafgafa, and Al Deera. 37% of the interviewed CBOs are just male societies which are Mleeh, Water Users Association, and Al Shomarieh. 13% is just female CBOs. This 13% presents one CBO which is Jerasa Society.

Figure 3: THE GENDER OF THE MEMBERS OF THE INTERVIEWED CBOS

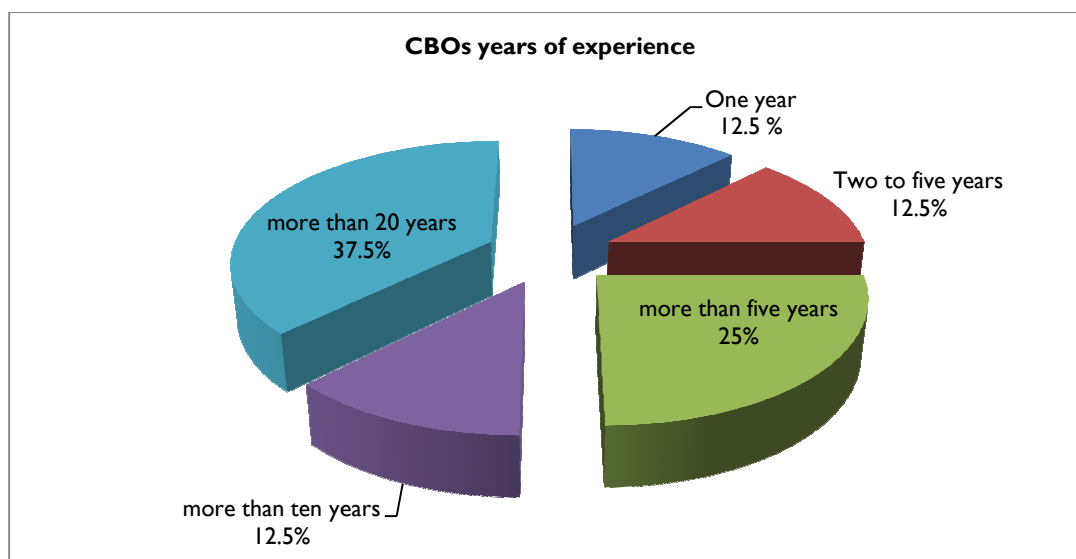


Mainly, the percentage of female members at the interviewed CBOs that have mixed gender of members (male and female) is less than the percentage of males at the same CBOs. CBOs that have mixed gender of members can be presented as following:

1. Al Musharfieh society; males are 75% and females are 25%
2. Gafgafa society; males are 59% and females are 41%.
3. Al Deera Cooperative; males are 72% and females are 27%
4. The South Society; males 90% are and females are 10%

CBOs years of experience

FIGURE 4: CBOS YEARS OF EXPERIENCE



Out of the 8 interviewed CBOs, just one CBO (WUA) has one year of experience; in the process of moving from the JVA to the association. Three CBOS have more than 20 years of experience, these are, Mleeh, Gafgafa, and Al Musharfieh. Two CBOs have more than 5 years of experience (Jerasa and Al Deera). One CBO has 15 years of experience (the South), and one CBO has 3 years of experience (Al Shomarieh).

Turnover within CBOs

Most of the CBOs management committee is the founder committee and they are still managing the society. Al Shomarieh started 3 years before and still managed by the same board, Jerasa started 10 years before and the founder is still managing this society, the founder of Al Musharfieh society started the society 22 years before and he is still managing it. Gafgafa society established 30 years before and the current manager is managing the society for 10 years now. Al Deera society established 6 years before and still managed by the same management committee. And Mleeh Society which the oldest society is established 1973 and since 37 years it is managed by the same committee. The south Society established in 1986 and the current chairman is managing the society for 15 years now.

Educational outreach mandate within CBOs

Five of the interviewed CBOs have educational outreach mandate; these are Jerasa, Gafgafa, Al Deera, WUA, and The South. Table 10 presents those CBOs.

Table 11: THE EDUCATION OUTREACH MANDATE OF 5 INTERVIEWED CBOS

CBOs	The outreach mandate of the CBO
Jerasya Women's	The society provides awareness sessions in the topics of: Food processing, mushroom and medical herb planting, women's participation in elections, etc.
Gafgafa for Social Development	The society provides 30 sessions yearly on computer skills and beauty salon skills.
Al Deera Cooperative	Under a Mercy Corps program, the society works on water awareness and conservation through drip irrigation systems.
Water Users Association	The society provides awareness regarding the amount of irrigation necessary to properly irrigate the trees in order to achieve the highest productivity level. They also lobby for the rights of farmers to reduce taxation on agriculture.
The South for Special Education	The society work closely with the parents of the disabled children and the local community to integrate the special needs children with normal children and to decrease negative attitudes towards the disabled. The society monitors the quality of special education services that they provide; they bring an IZO 9000 specialist to monitor the IZO system. Also, they bring specialists from USA & UK Universities. The South Society is the Applied Center for the Balqa Applied University and Al Hussies University

CBOs Membership

The survey findings indicated that 7 out of the interviewed societies can be eligible for raising fund and operate with donor requirements since they have 30 registered members and more, 5-7 members in the management committee, and they are all more that 2 years of experience. The WUA is the only interviewed CBO that has less than 30 registered members which means that it is not yet eligible to get benefit form donors especially through MOPIC. Moreover, the WUA has not yet selected the management committee, and it is established in 2008 and still in the process to be a dependent entity.

Jerasa, Gafgafa, and The South are the only interviewed CBOs that have employees who employed to run certain projects under the responsibility of the society. The south society ahs the biggest number of employees among the other interviewed CBOs with 70 employees; 85% of them are female and 11 employees are from the special needs. Gafgafa has 5 employees; four kindergarten teachers and a bus driver. And finally, Jerasa has 7 employees; 4 teachers for the kindergarten, 2 employees in the dairy factory, and one employee for the medical herbs planting project.

Table 12: THE NUMBER OF MEMBERS OF THE INTERVIEWED NGOS

CBO	No. registered members	No. management committee	written job descriptions or work plans	Employees
Al Shomarieh Charitable Society For Development & Social Services	30 members	5 members	No	NA
Jerasa Women Charitable Society	62 members (4 JD is the annual membership fees)	7 members	Yes	The society has 7 employees (4 teachers for the kindergarten, 2 employees in the dairy factory, and one employee for the medical herbs planting project. All of the 7 employees have an annual agreement and job description
Al Musharfieh Charitable Society	30 members	7 members	No	NA
Gafgafa Charitable Society for Social Development	92 members	7 members	Yes	Employees include four kindergarten teachers and a bus driver
Al Deera Jordanian Cooperative	32 members Each member has 1000 shares in the cooperative; the price of each share is JD 1. In total, the cooperative has JD 28000 and they are seeking to collect the remaining cost per share to reach JD 32000 for 32 members	5 members	No	NA
Mleeh Charitable Society	80 members (annual fees 3 JD)	7 members	No	NA
Water Users Association	20 members 50 JD annual membership fee) All members should have at least 15 dunoms of land, either owned or rented under a registration agreement with JVA. Moreover, a WUA member should not belong to any other society that serves the same purpose	Not selected yet	No	NA
The South Society for Special Education	30 member	7 members	Yes	70 employees – 85% of them are female and 11 employees are from the special needs

3.3 Profile of CBOs' Technical and Management Skills

Fund raising activities and financial management within CBOs

Mainly, all the CBOs in Jordan are not seeking for fund in the same process that NGOs do. CBOs either focus on one grant proposal each year, or submit proposals according to the opportunities. Moreover, they should develop a detailed budget with specific programs (line items) according to the cooperative forum and the MOSD standard of reporting. The WUA is GTZ funded and the JVA is supporting them, but still they are seeking operating funds.

Computer use skills among the CBOs members

Males are not using computer or access internet; however, all of them have computers in their homes with internet access but for the use of their children. Usually they have fair knowledge in using HTML but the majority of them have the ICDL certificate. Jerasa and the WUA are the only CBOs that have e-mail and they are using documenting their work on soft copies and using the MS word and Excel very often. The south society has well educated staff who is knowledgeable about computer programs.

Training programs

CBOs had trained on subjects that focused mainly on communication and presentation skills, and communicating with public, Participatory Rapid Appraisal, Need Assessment, Grants Management, and technical report writing, in addition to participating in awareness sessions.

CBOs stated that they received training through JRF, MOPIC, MOH and through NGOs that conducted Qudorat project which is (NHF, NEF, JRF, and JOHUD). Moreover the technical training such as water saving, has been conducted through Mercy corps for the CBOs participated in the CBIWDM Project, and the recycling training course had been conducted through JES since 5 years ago.

None of the interviewed CBOs had trained on Social Marketing, Research Methodology, or Web design or maintenance. Jerasa is the only CBO that received training on Environmental Curriculum Writing, and Workshop Facilitation. Gafgafa is the only CBO that received training on Media Advocacy/effective press release writing. Gafgafa and Jerasa are the only CBOs that received training on study tour design.

Table 13: PRESENT THE TRAINING PROGRAMS THAT THE CBOS STAFF HAVE TRAINED ON IT.

Training Program	CBOs that trained
Effective communications, presentations/technical report writing	Al Shomarieh, Al Musharfieh, Gafgafa, the South
Public relations	Al Musharfieh, Gafgafa, Mleeh
Human Resource Management	Jerasa, Al Musharfieh, , Gafgafa, Al Deera, Mleeh
Project Management	Al Shomarieh, Jerasa, Al Musharfieh, Gafgafa, Al Deera, Mleeh
Grants Management or Fundraising	Al Shomarieh, Jerasa, Al Musharfieh, Gafgafa, Al Deera, Mleeh
Sanitation & Hygiene Promotion & Awareness	Jerasa, Al Musharfieh, Gafgafa
Environmental Curriculum Writing	Jerasa
Workshop Facilitation	Jerasa
Media Advocacy/effective press release writing	Gafgafa
Environmental Awareness	Jerasa, Mleeh
Water Savings (rain harvesting, cistern construction, Xeriscaping/native planting, greywater or re-use)	Jerasa, Gafgafa, Al Deera, Mleeh
Energy Savings (solar, wind, building design, energy audits, carbon credit trading, transportation)	Jerasa, Al Musharfieh
Solid Waste – Recycling, Littering	Jerasa, Al Musharfieh
Agriculture – re-cropping, irrigation, maintenance, groundwater protection	Jerasa, Al Musharfieh, Gafgafa, Mleeh
Financial Management/Budgeting	Al Musharfieh, Gafgafa, Al Deera, Mleeh
Monitoring and Evaluation	Jerasa, Al Musharfieh, Gafgafa, Al Deera
Study Tour Design	Jerasa, Gafgafa

3.4 Previous donor support in behavior change communication training and/or activities

In this section the analysis focusing on how CBOs managed to sustain any previous effort supported by donors.

Table 14: CBOS PREVIOUS EXPERIENCE IN WORK RELATED TO CHANGING BEHAVIOR

CBO	The program	Target group	Partners/donors
Al Shomarieh Charitable Society For development & Social Services	The CBIWDM Project the society received a grant for JD 7000	Families	Mercy Corps
<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes, The project benefits 40 families and focused on providing drinking water through water harvesting projects. It is a revolving fund project and the people are all in need of such a service</p>			
Jerasa Women Charitable Society	<p>The program</p> <p>The CBIWDM Project The society took a grant for JD 7000 and another of JD 2700</p> <p>Water Tanks Project Water tanks were provided in two capacities - 18 cubic meters and 21 cubic meters. The project was in three phases. The total fund was JD 28000. Out of the total budget, JD 1000 was allocated for Media Materials.</p> <p>Planting Medical Herbs This project focused on the use of medicinal herb planting to replace vegetables, because the herbs consume less water and provide awareness about water conservation.</p>	<p>Target group</p> <p>water harvesting for 14 beneficiaries</p> <p>families</p> <p>Farmers</p>	<p>Partners/donors</p> <p>Mercy Corps</p> <p>GEF</p> <p>GEF</p>
<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes:</p> <ul style="list-style-type: none"> It addressed a special need - most of the villages in Jerash do not have a water network from the government (link to FTA). It is a revolving fund project and the people are all in need of such a service. 			
Al Musharfiieh Charitable Society	<p>The program</p> <p>The CBIWDM Project The Society took a grant for JD 7000 and another support fund of JD 2630</p>	<p>Target group</p> <p>Water harvesting for 16 beneficiaries.</p>	<p>Partners/donors</p> <p>Mercy Corps</p>

	<p>Quadrante Project</p> <p>The total fund was JD 23000 in 2006 to implement 58 revolving funds related to income generating projects</p>	the local community	JRF
	<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes:</p> <ul style="list-style-type: none"> It addressed a special need at the local community. Most of the villages in Jerash do not have a FTA Water link (water network from the government). It is a revolving fund project and the people are all in need of such a service. 		
Gafgafa Charitable Society for Social Development	<p>The program</p> <p>The CBIWDM Project the society take a grant for JD 7000 and another support fund of JD 2630</p> <p>Three grants for raising goats, six grants for solar systems, and seven grants for water harvesting. The total fund was JD 21240. Out of the total budget, JD 1000 was allocated for Media Materials.</p> <p>Planting 100 olive trees</p>	<p>Target group</p> <p>water harvesting for 12 beneficiaries</p> <p>Farmers</p>	<p>Partners/donors</p> <p>Mercy Corps</p> <p>GEF</p> <p>GEF</p>
	<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes:</p> <ul style="list-style-type: none"> It addressed a special need at the local community. Most of the villages in Jerash do not have FTA Water link (water network from the gov.). It is a revolving fund project and the people are all in need for such a service 		
Al Deera Jordanian Cooperative	<p>The program</p> <p>CBIWDM Project Grant for JD 8600 for</p> <p>Qudorat Project Grant of JD 30000</p>	<p>Target group</p> <p>drip irrigation project at 17 farms in Lib, Mleeh, and Mkawer</p> <p>Implement a filtering unit for water in Madaba.</p>	<p>Partners/donors</p> <p>Mercy Corps</p> <p>NEF</p>
	<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes</p>		

	<ul style="list-style-type: none"> • People are willing to buy the filtered water and they are willing to apply the drip irrigation if it is through a revolving fund. • It is a revolving fund project and the people are all in need of such a service. 		
Mleeh Charitable Society	The program CBIWDM Project The society took a grant for JD 7000 and then second fund of JD 4800 WEPIA project Through this project the society received JD 9150 In total the society implemented 300 small projects including water harvesting, drip irrigation, planting crops that consume less water and rehabilitation of farms.	Target group Water harvesting, The total number of beneficiaries is 16. Implement drip irrigation projects. The total beneficiaries from 2003 to 2009 are 25.	Partners/donors Mercy Corps USAID
	<p><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></p> <p>Yes:</p> <ul style="list-style-type: none"> • Water harvesting continues; the community will also need it, and if they have the funds, they will implement it. • The maintenance of the drip irrigation system is on-going process in yearly basis and the local community feels the change and they are continually looking for better solutions for a minimum. 		

The Water Users Association

The farmers (Ali and his Father Suliman) started applying the Self Pressure Compensating Element Method of irrigation to their farms starting in 2005 and gradually applied it over the entire 400 dunoms until now. Through this method, the farmers can use only 1.6 liters of water per hour to irrigate the entire farm. They can also put the drip point of irrigation exactly on the tree area without the need for preparation. This method minimizes the amount of water and reduces farm waste as there is no need for black pipes. It increases the product quality by 60% and farm productivity by 40%.

It cost JD 120 per dunum.

According to Mr. Al Ghezawy, only 5% of JV farmers are using any kind of water saving irrigation.

There is little re-cropping for water savings – still planting lemons and oranges

The South Society for Special Education

The society works hard to raise the parents' awareness and integrate the disabled child with normal children. The society provides house services for the parents who have disabled children, and the staff visits clients at their homes.

The South Society applies the human rights law from the two sides; supports special needs through empowerment of the human rights law and provides jobs and health benefits for disabled people.

The South Society gets funds and support from the following agencies:

Housing Bank, Save the Children, Japan Platform, JICA Volunteers Program, USAID, MOP, Embassy of Japan, Swiss Embassy, the Indian Embassy, The British Agency for Development, and King Abdullah II.

The departments and projects of the societies are:

1. The kindergarten (KG 1 and KG2) which hosted both children; normal and disabilities
2. The primary school to the 4th grade for the deaf children funded by a private sector
3. A specific center for deaf people to test the hearing, provide the solution, design and maintain the hearing aids. This department funded by the private sector and the MOP
4. A specific center for the slow learner
5. Physiotherapy for disabled people (especially children) with a specialist and a volunteer from JICA.
6. Handicraft Workshop to design handicrafts that are sold to the MOT, in Petra and in Aqaba.
7. Educational Hall for Special Education funded by the USAID
8. 10 dunoms of Olive trees
9. Accommodation building for Al Hussies University's Female Students with a cafeteria
10. The society is looking to make a water harvesting project to serve the 10 dunoms of olive trees and the accommodation with water
11. The full budget of the society is JD 300.000 out of them 50000 is covered from the society investments and the other 250000 needs to be covered through fund raising activity. Usually the society operates on a loss by JD 30000.

3.5 Communication Activities and Media Campaigns within CBOs

Mostly, the CBOs produce very simple materials for outreach activities and usually it is designed in A4 papers and did totally by the CBO staff if they have their own printer. Moreover, the CBOs depending on local gathering and community meeting to announce for any new project or to assess the people needs and opinion.

- Al Shomariieh Society is mainly using local gatherings and flyers that they stamp on mosques, supermarkets and streets. All the materials designed on A4 papers and totally by the CBO staff.
- Jerasa Society mainly produced promotional materials for women's rights activities. The society is using the JWU website and providing CDs with photos of activities. This materials designed by the CBO staff and the help of a consultant/ technical assistance (private photographer from Jerash).
- AL Musharfieh Society conducts local gatherings, sessions, practical training, and any promotional materials designed totally by the CBO staff.
- Gafgafa uses Flyers, workshops, brochures as promotional materials, in addition to, the local gathering. These materials designed totally by the CBO staff.
- Al Deera Cooperative designed flyers to be distributed to the homes and mosques, banners on the villages main roads with the help of a consultant/technical assistance.
- Mleeh Society uses the A4 papers as flyers to be distributed to homes and mosques, community gatherings and it is designed totally by the CBO staff because the CBO has their own printer.
- The South Society is using their network; they have a data base of 400 children who are registered in the society's school. Through this data base the society announces activities. The last community gathering was held last month at Aqaba in order to get the parents feedback about the society and children's needs.

The society designed flyers and brochures totally by a consultant/ technical assistance or a private services provider (Our Health is our Responsibilities done by Al Ghad newspaper). Other promotional materials could be designed totally by the CBO staff (papers to announce for the community gathering through the children).

CBOs committees for social marketing, public relations, and/or communications

Five CBOs out of the total interviewed CBOs have a Communication Committee, but none of them have a written job description or work plan for these committees. Mleeh and the WUA are the only two CBOS that have no communication committee. Table 14 presents the Communication Committees within the CBOs.

Table 15: COMMUNICATION COMMITTEES WITHIN THE INTERVIEWED CBOS

CBO	Communication Committee	Job Description
Al Shomarieh Charitable Society For Development & Social Services	3 members from the management committee	No
Jerasa Women Charitable Society	4 members from the management committee	No
Al Musharfiieh Charitable Society	7 members – management committee	No
Gafgafa Charitable Society for Social Development	3 members from the social committee	No
Al Deera Jordanian Cooperative	One, the field officer	No
Mleeh Charitable Society	NA	No
Water Users Association	Not formed yet	NA
The South Society for Special Education	3 women and one man They had training in communications from Dr. Bushra Jaber – Johns Hopkins, Salma Atieh and Emi Mena – Save the Children.	No

Communication activities, social marketing activities, and/or media campaigns conducted by CBOs

All the interviewed CBOs have done communication activities within their local communities and targeted area except the WUA which has no direct communication activity with the farmers (their target group), however, the society is lobbying to advocate for the farmers rights and reduce the taxes on fruits and vegetables that the farmers forced to pay when selling the product for the local market. The other communication activities done by the 7 interviewed CBOs are listed below:

Al Shomarieh: 2009

Budget JD All on voluntary basis and in-kind contributions

Donors: Volunteers from the MOH, IRADA etc.; NGOs such as JRF and JOHUD funded the training programs

Targeting women and youth, the society conducted communication activities include health awareness, drugs problems, raising children, special education for special needs.

Jerasa: 2008

Budget: All on voluntary basis

Donor: Part of Mercy Corps program - the CBIWDM

Targeting women, the society conducting awareness regarding water saving, water harvesting (Mercy Corps), and recommendation to use devices that reduce the flow of water.

Al Musharfi: 2008-2009

Budget All on voluntary basis

Donor: Part of Mercy Corps program; the CBIWDM and the CBO

Targeting farmers, families, and women the society conducted Awareness regarding water saving through water harvesting projects and energy saving through the use of solar systems

Gafgafa 2008

Donors: Self-funded and on voluntary basis

Targeting families, and women, the society conducted activities for the kids' parents at the kindergarten

Al Deera: 2009

Budget: JD 700

Donors: Self-funded

Targeting families, the society conducted awareness on the importance of using filtered water.

Mleeh: 2003 (WEPIA) 2007-2008 (Mercy Corps)

Budget JD 100

Donors: WEPIA

Targeting families and farmers, the society conducted awareness on the importance of saving water

The South: 2006-2008

Budget JD 50,000

Donor: Johns Hopkins University

Targeting families, the society conducted Campaign - Our Health is our Responsibility reached 500-600 families all over Jordan's South (Tafieleh, Shobak, Karak, Aqaba, and Maan)

CBOs understanding of Social marketing

None of the interviewed CBOs know the term Social Marketing and none of them had received any training on Social Marketing. Even Mleeh Society which was part of WEPIA Project did not know about social marketing.

CBOs partnerships

In general, throughout the researcher observation, CBOs forms partnerships with NGOs that offers training, capacity building activities, and implement social-economic development. Also with ministries that offers direct fund or services to their local communities, and with donors who provided revolving funds and/or grants.

- Jerasa is in partnership with JRF and GEF
- WUA is in partnership with GAM and the JVA
- The South Society is in partnership with Save the Children, Al Balqa Applied University and AL Hussein University
- Both of Al Musharfiieh and Gafgafa has partnership with JRF

Al Shomarieh Society is in partnership with Queen Rania Center for Information Technology, the Institution of Holy Lands- Salt, and the Badia Society for Special Education.

3.6 Conclusion for the main findings of the CBOs Data Analysis

The CBO survey conducted for 8 CBOs; one CBO is based in Amman, one is based in JV which established by GTZ, and one is based on Maan. 3 CBOs are based in Jerash; in the villages of Gafgafa, Musharfiieh, and Rashaydieh. 2 CBOs are based in Madaba; in the villages of Mleeh and Lib. Out of the 8 interviewed CBOs, just one CBO (WUA) has one year of experience; in the process of moving from the JVA to the association. Three CBOs have more than 20 years of experience, these are, Mleeh, Gafgafa, and Al Musharfiieh. Two CBOs have more than 5 years of experience (Jerasa and Al Deera). One CBO has 15 years of experience (the South), and one CBO has 3 years of experience (Al Shomarieh).

The survey findings indicated that 7 out of the interviewed societies can be eligible for raising fund and operate with donor requirements since they have 30 registered members and more, 5-7 members in the management committee, and they are all more that 2 years of experience. The WUA is the only interviewed CBO that has less than 30 registered members which means that it is not yet eligible to get benefit form donors especially through MOPIC. Moreover, the WUA has not yet selected the management committee, and it is established in 2008 and still in the process to be a dependent entity.

Moreover, most of the CBOs management committee is the founder committee and they are still managing the society. Five of the interviewed CBOs have educational outreach mandate; these are Jerasa, Gafgafa, Al Deera, WUA, and The South.

The selected CBOs are a mix of CBOs that have previous experience in implementing water demand management projects mainly through Mercy Corps, the CBIWDM Project, and other CBOs that have different mandate but active and have a good reach such as the South Society and the Water Users Society. 7 out of the interviewed CBOs were CBOs based in rural areas. Just one CBO can be considered as urban based CBO which is the South Society for Special Education. Moreover, one of the interviewed CBOs is cooperative which Al Deera Cooperative, while the other 7 CBOs are charitable societies.

The South Society for Special Education has a branch in Aqaba and another one in Tafieleh and provides services to all the other cities in the south, especially Karak and Shobak. Moreover, the South Society has two mobile clinics; one is fully equipped and the other still needs the hearing aid system.

In general, CBOs have one goal in common which related to provide community services and implement projects in order to enhance the development of their local communities and improve the economic situation of the local people either through providing revolving funds that direct to establish income generating projects in order to increase the family income or through projects at the house or the farm level that enhance the quality of life and decrease the cost of living at the locals level. Most of the CBOs have the main objective of implementing Economic Development projects, three CBOs are focusing on kids' activities and non-formal activities for children (Mleeh, Gafgafa, and Al Shomarieh). Jerasa and Mleeh societies has an agriculture focus in addition to their main activities while the WUA is the only CBOs that only focusing on agricultural development. Mleeh society is targeting youth, women, families and farmers.

Jerasa, Gafgafa, and The South are the only interviewed CBOs that have employees who employed to run certain projects under the responsibility of the society. Additionally, 50% of the interviewed CBOs have members from both gender (male and female), the 50% presents 4 societies which are (the South, Al Musharfieh, Gafgafa, and Al Deera. 37% of the interviewed CBOs are just male societies which are Mleeh, Water Users Association, and Al Shomarieh. 13% is just female CBOs. This 13% presents one CBO which is Jerasa Society.

Males are not using computer or access internet; however, all of them have computers in their homes with internet access but for the use of their children. Usually they have fair knowledge in using HTML but the majority of them have the ICDL certificate. Jerasa and the WUA are the only CBOs that have e-mail and they are using documenting their work on soft copies and using the MS word and Excel very often. The south society has well-educated staff who is knowledgeable about computer programs.

Mainly, all the CBOs in Jordan are not seeking for fund in the same process that NGOs do. CBOs either focus on one grant proposal each year, or submit proposals according to the opportunities. Moreover, they should develop a detailed budget with specific programs (line items) according to the cooperative forum and the MOSD standard of reporting.

CBOs had trained on subjects that focused mainly on communication and presentation skills, and communicating with public, Participatory Rapid Appraisal, Need Assessment, Grants Management, and technical report writing, in addition to participating in awareness sessions.

CBOs stated that they received training through JRF, MOPIC, MOH and through NGOs that conducted Qudorat project which is (NHF, NEF, JRF, and JOHUD). Moreover the technical training such as water saving, has been conducted through Mercy corps for the CBOs participated in the CBIWDM Project, and the recycling training course had been conducted through JES since 5 years ago.

None of the interviewed CBOs had trained on Social Marketing, Research Methodology, or Web design or maintenance. Jerasa is the only CBO that received training on Environmental Curriculum Writing, and Workshop Facilitation. Gafgafa is the only CBO that received training on Media Advocacy/effective press release writing. Gafgafa and Jerasa are the only CBOs that received training on study tour design.

In terms of communication and media materials, mostly, the CBOs produce very simple materials for outreach activities and usually it is designed in A4 papers and did totally by the CBO staff if they have their own printer. Moreover, the CBOs depending on local gathering and community meeting to announce for any new project or to assess the people needs and opinion. Five CBOs out of the total interviewed CBOs have a Communication Committee, but none of them have a written job description or work plan for these committees. Mleeh and the WUA are the only two CBOS that have no communication committee. Table 1.6 presents the Communication Committees within the CBOs.

All the interviewed CBOs have done communication activities within their local communities and targeted area except the WUA which has no direct communication activity with the farmers (their target group), however, the society is lobbying to advocate for the farmers rights and reduce the taxes on fruits and vegetables that the farmers forced to pay when selling the product for the local market.

None of the interviewed CBOs know the term Social Marketing and none of them had received any training on Social Marketing. Even Mleeh Society which was part of WEPIA Project did not know about social marketing.

All the interviewed CBOs stated that their programs are successes in changing attitude/ behavior and the implemented projects are still continued because it addressed a special need in the local community and it is a revolving fund projects and the people are all in need of such a service.

4.0 BARRIERS TO CHANGE FOR NGOS AND CBOS

WEPIA carried out a nationwide study of Jordan's non-profit sector and an assessment of its NGO partners (it is unfortunate that the Consultant was not given this study but had to pull it off the web after the field visit). Findings included the following barriers to NGO success:

- “Building collaboration and partnership outside one’s immediate circle of loyalty seemed unnatural to Jordanians...These characteristics also extend to local NGO.” The report notes that this characteristic is reflected in the rapid turnover of key personnel. (Source: WEPIA Final Report) JREDS also mentioned this as a barrier to change. It also noted that networking needed to become more systematic.
- problems with the legal environment including the associations law and awareness of the tax law and how donations can benefit corporations and individuals,
- a gap of trust exists between the private and non-profit sector, which WEPIA suggested arises from a scarcity of qualified personnel and lack of financial management,
- negative attitudes and distrust towards NGOs by the general public– environmental NGOs were not popular with the general public,
- most NGOs did not practice professional fundraising, and corporations were less willing to give than the public at large,
- NGOs needed training in management, proposal writing, fundraising, and social marketing,
- NGOs did not communicate professionally and systematically (on-going strategy as opposed to occasional events) and did not have specialized marketing staff,
- NGOs did not systematically involve volunteers.

4.1 Specific Barriers to Change

The NGO survey results indicate both good and bad news:

- NGO collaboration is increasing but is not across the board, as mentioned under Partnerships (joint marketing was not mentioned as a partnership activity and would be unusual anywhere).
- Problems with the legal environment will worsen, as mentioned under the analysis of the new NGO law, as financially strapped organizations will have to spend more time on reporting to the government and less time on their mandates; the tax benefit of giving to non-profit organizations – both to corporations and individuals - that is a driver in the US appears to be unclear in Jordan or at least not utilized much.
- The lack of qualified personnel in financial management resulting in corporations’ gap of trust with NGOs handling their donations, and the public’s negative perceptions were not mentioned by any NGOs as problems or barriers; this could be explored further by PAP.
- Only a few NGOs (JRF, JREDS) mentioned that corporations are more and more willing to give money, so this is a barrier to joint funding of campaigns.
- There is a void in understanding of social marketing as illustrated above.
- Professional marketing and communications departments were evident in many NGOs although the qualifications and the wages for the marketing staff, and the extent of the marketing plans v. event planning are unknown. Donors and corporations are more likely to support tangible events with obvious results rather than development of marketing strategies and plans, although the latter is more critical to long-term success.
- Many NGOs still don’t have strong membership or volunteer bases, and only MSD seemed to have organized written procedures for volunteer involvement.

Some NGOs and CBOs, as well as those who participated in the ECODIT workshops and NERC, commented in general discussions that the following barriers to the usage of water and energy efficient technologies exist within communities:

- *What's in it for me?* - lack of understanding or belief in personal benefit of conservation, i.e., some understanding of short-term water benefit in terms of supply, but no calculation of long-term energy cost savings because electricity is cheap,
- *Why worry?* – lack of understanding of the urgency of water conservation and the lack of overall supply,
- Expectation of cheap water and cheap energy as a right – prices are too low
- *Lack of green schools* – lack of strong sense of green ethics through routine information in school curriculum and special programs,
- *Lack of trust in utilities* – little ‘green’ information or programs are offered by utilities and they are not seen as friends to consumers,
- *High price of installation* – fear of up-front cost of either a renewable energy or water saving system or device,
- *Aging infrastructure (thirty years plus)* – old water pipes, particularly in villages, prevent ease of installation of gray-water systems for gardens/homes,
- *Lack of trust in quality of investment* – poorly designed solar systems in rural areas have resulted in high maintenance costs
- *Lack of knowledge regarding energy efficient appliances* – Fear of purchase due to a lack of information about which is the most energy efficient appliance.
- *Elimination of Wives Tales* – loss of energy – heating and AC - through open windows in the winter and summer to let the germs out for health benefits.

5.0 PARTNERSHIPS

The WEPIA project noted that partnerships and alliances are problematic (lacking). WEPIA recommended a network of all CBOs and NGOs working on USAID projects be developed. Although this network has perhaps not been implemented, it should be for purposes of information sharing as well as alliance building. One of the biggest problems with donor projects is the lack of both short-term and long-term information sharing amongst both international and Jordanian project implementers and the overlap of information generation.

Although some respondents noted that partnerships are difficult in Jordan, a positive trend might be emerging. The survey and website analysis illustrates that project partnerships already exist between the following organizations:

- Mercy Corps and JOHUD on the Community Based Initiative for Water Demand Management (CBIWDM/USAID). JOHUD serves as the management and training arm and Mercy Corps provides technical assistance, on the same project JRF is measuring water consumption before and after project implementation.
- JRF & RSS (USAID, Saving Household Water, CBO grants, Revolving Loan Fund to 120 CBOs, JRF is doing the training and RSS is providing technical assistance.
- MIRRA and JOHUD, CSBE and JOHUD – Have submitted a proposal to the EU for a large energy efficiency project in Dana, to build a demonstration house with traditional building techniques and contemporary energy efficiency concepts, to eventually be linked to RSCN's center at Dana.
- CSBE with the Jordan Engineers Association (JEA) (& HUDC/MoWI) re a low income housing competition – Abu Alanda – to promote water and energy efficiency
- NHF with JRF
- JRF with RSCN & JOHUD
- FOEME with RSS on Good Water Neighbors (USAID, EC)
- RSCN with the Tree Association, JREDS, JES on the Green Building Council,
- JRES with the Foundation for Environmental Education (Green Key).

Also, NGOs partnering with CBOs, include – JRF partners with CBOs in their targeted areas, NHF-IFH partnered with 11 CBOs to support the local community in regards to family and child development and health, RSCN partners with CBOs within the reserved areas.

Numerous project partnerships also exist with various ministries to implement their mandates – e.g., RHAS with the Ministry of Health, RSCN with the Ministry of Agriculture/Forestry Department, JREDS with ASEZA in Aqaba, MIRRA with the Ministry of Water & Irrigation, JRF with the Ministry of Planning, CSBE with the Ministry of Water, Across the board, conversations regarding partnerships and alliances with ministries were positive - only the Ministry of Education was singled out as difficult.

After the Consultant left Jordan, the NGO/CBO Specialist had conversations with the Ministry of Social Development about the new NGO/CBO law that indicated the new law seeks to reduce the number of NGOs and narrow them down to become more specialized. How will this impact their partnerships? On the surface, it could strengthen them, as it aligns their mandates with like-minded bureaucrats. On the other hand, any type of big brother oversight for NGOs is usually negative, as it interferes with their operations, causing additional paper work and staff time on non-mandate related reporting activities.

6.0 POLICY DEVELOPMENT

Some of the NGOs have successfully helped or are in the process of implementing policies or guidelines, as follows:

- RSCN – established seven reserves/protected areas and in the process of studying five more; assisted in the development of master plans for Wadi Rum and the Dead Sea, which resulted in policies to promote additional protection; assisting the Ministry of Environment and USAID with establishing operational procedures for Petra Rangers; have assisted with policies that protected Ajloun Forest; enforce hunting regulations under Agricultural Law 44, as part of their mandate.
- RSCN/JES/JREDS – Green Building Council linked to LEED type standards
- JREDS – in the process of helping to establish standards for the tourism industry (Green Key) and Blue Flag, as well as protective environmental regulations regarding marine life.
- FOEME - Trying to advocate changing the law so that five star hotels pay taxes to local municipality rather than national government (like in Israel).
- MSD – under their Norwegian funded Anti-Violence campaign, 2007-2009, they successfully provided awareness regarding the danger of guns in homes; resulted in a 1952 law changing – had allowed youthful ownership of guns (now have to be 35) and are no longer allowed to use guns at public gatherings (problem of shooting into the sky to celebrate and the bullet hits someone back on earth).
- JHA – just issued revised standards for hotels.
- HFWR – implemented NGO Advocacy for Reforming Laws to identify legal issues and to advocate legal solutions to the government.
- JWU – formed a coalition that resulted in changes to the family law and elections law; opposed to the new NGO law.

With regard to energy, NERC is in a unique position as a semi-public government agency that performs energy audits, and they also offer consulting and training expertise. They are currently working with the RSS and the Green Building Council on standards (using LEED as a reference point).

7.0 TRAINING ASSESSMENT

Matrix B illustrates the NGOs' base of training and certification in detail and analyzes gaps in training. Table 16 present the training programs that the NGOs' staff have trained on it, and the certifications that the NGO staff have.

Table 16: THE TRAINING PROGRAMS RECEIVED BY THE INTERVIEWED NGOS

Training Program	NGOs that trained
Effective communications, presentations/technical report writing	JFBPW, JREDS, JES, FOEME, Tree, JEPa, JRF, HCCSD, CCA, JSSD, MIRRA, IFH, MSD
Public relations	JFBPW, JREDS, FOEME, Tree, JEPa, JRF, CCA, JSSD, IFH, MSD
Social Marketing	JFBPW, JREDS, JES, FOEME, JSSD
Human Resource Management	JFBPW, FOEME, NERC, JEPa, JHA, JRF, HCCSD, CCA, IFH, MSD
Project Management	RHAS, JFBPW, JREDS, JES, FOEME, JRF, Tree, JEPa, JHA, HCCSD, CCA, JSSD, IFH, MSD
Grants Management or Fundraising	JREDS, JEPa, JRF, HCCSD, CCA, JSSD, MSD
Sanitation & Hygiene Promotion & Awareness	JREDS, JES, FOEME, Tree, JEPa, JHA, JRF, CCA, JSSD, MIRRA, IFH, MSD
Environmental Curriculum Writing	JFBPW, JES, FOEME, JRF
Research Methodology	JFBPW, JHA, HCCSD, CCA, MIRRA, IFH, MSD
Workshop Facilitation	RHAS, JREDS, JES, Tree, JRF, HCCSD, CCA, JSSD, IFH
Web design or maintenance	JFBPW, FOEME, Tree, JHA, HCCSD, MSD
Media Advocacy/effective press release writing	RHAS, JFBPW, GEF, JREDS, JES, JRF, HCCSD, CCA, MSD
Environmental Awareness	JFBPW, JREDS, JES, Tree, JRF, CCA, JSSD, IFH, MSD
Water Savings (rain harvesting, cistern construction, Xeriscaping/native planting, greywater or re-use)	JFBPW, JREDS, JES, FOEME, Tree, JEPa, JRF, CCA, MIRRA, MSD
Energy Savings (solar, wind, building design, energy audits, carbon credit trading, transportation)	JREDS, JES, FOEME, CCA
Solid Waste – Recycling, Littering	JREDS, JES, FOEME, JEPa, CCA, JSSD, MIRRA
Agriculture – re-cropping, irrigation, maintenance, groundwater protection	JFBPW, JES, Tree, JEPa, JRF, CCA, MIRRA, MSD
Financial Management/Budgeting	JFBPW, JREDS, FOEME, JEPa, JHA, JRF, HCCSD, CCA, MIRRA, IFH, MSD
Monitoring and Evaluation	RHAS, JFBPW, JES, JEPa, JRF, HCCSD, CCA, JSSD, IFH
Study Tour Design	HCCSD, CCA

NGOs that have LEED Expertise are:

- **RSCN:** Two staff members have the LEED Certification.
- **JREDS, Tree:** Each one has one certified LEEDs trainer.
- **JES, JSSD** and **JNEFI** managers are LEED certified trainer.

The Consultant also notes the following NGOs who are experienced trainers themselves:

- RHAS – train Ministry staff in health and education,
- RSCN – Has certified environmental trainers who train others, both nationally and internationally, in biodiversity conservation, reserve management, and community development through ecotourism. RSCN has its own certification program for Training of Trainer, as well as Master Trainers. Two staff members have studied LEED in energy and water conservation practices. Although RSCN took a stance against water for Azraq olive plantings, the respondent noted that water savings is NOT a target for them.
- JNEFI – Manager is a LEED certified trainer.
- JOHUD – Have certified master and communications trainers; Water Wise Women project has built capacity of CBOs
- HCCSD - Have certified master and communications trainers;
- JRF – Has certified master trainer, in addition to communications trainers
- NHF – Has 12 master trainers and specialized trainers in health (and other topics).
- JFBPW
- JRES – certified LEED trainer
- JREDS – Has a certified master trainer and LEED trainer; has performed environmental training of youth in clean up campaigns and working with the Foundation for Environmental Education on Green Key and Blue Flag training of the private sector including the tourism industry,
- JES – Has LEED certified trainer. training imams through the WEPIA funded guidebook on saving water; also working with the Green Building Council, unclear as to whether training programs are under JES; training the health industry on medical waste management,
- FOEME – Certified in solid waste management?
- CSBE - Experienced in Xeriscaping through WEPIA USAID project – implemented a park in Jebel Weibdeh and received training from the U of AZ
- MIRRA – Has an agricultural irrigation specialist on the staff training farmers how to get the maximum irrigation benefit from their water supply and to appreciate greywater and treated wastewater as safe for irrigation.
- MERCY CORPS – Has certified master trainers and leadership/participatory approach trainers.
- Tree Association – Has a certified master trainer and communications trainer in addition to LEED certification.
- JSSD – Manager is a certified LEED trainer environmental and master trainer.

Certification

The survey also asked: “Do you or the staff have any of the following certificates in training or/and management (check as many as are appropriate)? A surprising result was that more than 25% of the NGO staff or boards were LEED certified.

(13) Training of Trainer	(7) Project Management Professional
(9) Master Trainer	(6) Environmental Trainer
(8) LEED Certification	
(7) Communications Presentations	(17) From Tourism to biodiversity to organic farming to bird monitoring

8.0 SUMMARY OF THE ASSOCIATIONS LAW #22, 2009, INCLUDING NGOS/CBOS

(Update of the Association and Social Organizations Law #33 of 1966)

The WEPIA Final Report notes that in 2004 there were 874 NGOs and 150 registered non-profit companies in Jordan. The ECODIT/AED 2009 proposal to USAID notes that there are more than 1500 NGOs in Jordan and an even greater number of CBOs. Maha Durgham's February 2010 research indicates today there are 2500 NGOs in Jordan, presumably a figure from the Ministry of Social Development based on the number of registrations. Whatever the actual number, it is clear that NGOs and CBOs are proliferating.

According to conversations with the Ministry of Social Development (MoSD), the Ministry has issued a letter requesting that all CBOs/NGOs file to change their status by the end of 2010. Although there is no specific text in the law that mentions CBOs, the MoSD said the new law covers both NGOs and CBOs. The Ministry said that the objectives of the law are as follows:

1. Provide one umbrella for all the associations in Jordan.
2. Develop the associations through their topically associated ministries.
3. Build members' capacity.
4. Develop alliances for fund-raising.

The law does not cover the following NGOs:

- a. Non-Islamic clubs, societies and agencies.
- b. Registered societies and clubs under the Higher Council for Youth
- c. The political forums
- d. NGOs that have a special law or have a royal registration
- e. The societies that follow the Ministry of Awqaf

Registrations

Of the 27 NGOs surveyed, those who are registered at the Ministry of Social Development are:

- RHAS, Mercy Corps, JEPA, YMWA, CCA, HFWR, MSD,

Those registered with the Ministry of Interior (MoI) are:

- JFBPW, JES, RSCN, Tree Association, JOHUD, JSSD, JWU, AIESEC

Those registered under the Ministry of Environment (MoE) are:

- JREDS, JNEFI and JRES (both said under both MoE and MoEnergy?), NHF

Those registered under the Ministry of Trade and Industry (MoTI) are:

- CSBE, HCCSD, MIRRA

Only one is registered at the Ministry of Tourism and Antiquities:

- JHA

JRF and the Hashemite Fund for the Development of the Jordan Badia are registered under ‘special laws.’ It was not clear under which Ministry ARIJ and FoEME are registered. FoEME said they were international, and it was unclear where they were registered in Jordan, but if they are like IUCN – international and environmental – they are registered under the Ministry of Environment.

Analysis

It appears that under the new law, all NGOs would be registered at one place – the Ministry of Social Development – and secondly at a ministry that is topical to their mandate. For example, RSCN and the Tree Association would switch from the MIA to MoE. JRES, JNEFI and JRES would stay where they are at MoE. JEPA and MIRRA would switch to the Ministry of Agriculture. (RSCN said that only new NGOs would go to the Ministry of Environment, not existing ones, but that is not what the law states. JEPA said they would be transferred to the Ministry of Social Affairs, not Agriculture. If this is true it would be in conflict with the stated purpose of the law.)

The only NGO that expressed opposition to the NGO law was the JWU, because they would have to get permission from the Prime Minister for involving Iraqis in projects. The MSD said there has been a lot of conflict between the CBOs and the Ministry of Social Development.

The Consultant believes that NGOs should develop an advocacy network through which they can jointly advocate their needs to the Government (similar to a Chamber of Commerce for the private sector). The Consultant also believes that NGOs need capacity building and fundraising alliances. But it is doubtful that this should occur as a governmental activity; it would be better if the NGOs developed this on their own with help from donors, the private sector, and the government.

The new law will create an additional burden of paper work for NGOs. Currently, they file with the Ministry of Social Development (or whichever Ministry they are registered under). Under the new law, they will have to notify both the MSD (registrar) and the topical ministry (e.g., JREDS, FoEME, JES – Ministry of Environment) of their activities. They will also have to host ministry representatives at their meetings and get approval from the topical ministry for decisions before they become legal and spend time following-up on the paper work. The government will also have a much bigger role on NGO fundraising, and will be authorized to stop acceptance of funds if the grant is deemed inappropriate. All of this could be interpreted as interference in NGO discussions and activities related to implementation of their mandates.

If the real purpose of the law is to help develop fundraising and other aspects of the associations, and to build their overall capacities, the government’s objectives are laudable. However, it should be revised to lessen operational control through bureaucratic micro-management. If there is a need to reduce the proliferation of NGOs, it should not be at the expense of currently well operating NGOs, who would have additional reporting requirements and perhaps onerous burdens of paper work, taking staff time away from achieving organizational objectives.

A legal summary of the law is as follows:

1. A Register will be created at the Ministry of Social Development (Associations Register), under the supervision of a Registry Controller, who is under the responsibility of the Minister.
2. All NGOs will be required to submit their paper work for a ‘registration certificate’ to the Registry Controller at the Ministry of Social Development (original + 3 applications).
3. The Registry Controller shall decide which Specialized Ministry the NGO will fall under, and will forward the NGO’s paper work to the Ministry.
4. That Minister shall decide to accept or reject; if no response, the application is automatically approved under that ministry.

5. If the Minister rejects registration under his/her ministry, the case can be contested at the High Court of Justice.
6. Upon approval, the Ministry of Social Development will issue the certificate of registration.
7. The NGO will be responsible for notifying both the Registry Controller at the Ministry of Social Development and the Ministry under which it falls of its activities, including notice of its general assembly meeting at least two weeks in advance. If the NGO fails to do so, the meeting shall not be legal.
8. The two ministries have the right to send representatives to the NGO's general assembly meeting. The Minister under which the NGO falls must give approval for decisions of the NGO general assembly before they are legal (election of Board of Directors, amendments to articles).
9. The Board of the NGO must provide the specialized Ministry with its annual work plan, annual report with all sources of income and expenditures, annual audited budget (unless less than 2000 JD), and its list of members.
10. If the NGO wishes to receive funds from non-Jordanians (which presumably would include all donors), it must submit a request to the Specialized Ministry for approval from the Council of Ministers. If no decision is taken by them within 30 days, the request is automatically approved.
11. If the Specialized Minister believes the donation or grant is not appropriate, he/she can return it or he/she can penalize the NGO.
12. If there are complaints against a NGO, the Specialized Minister can form an inquiry committee, and/or the Minister may audit the NGO's records.
13. The NGO can be dissolved if it does not commence or continue its work within one year or if it is not properly registered. It can also be dissolved if it does not elect a Board of Directors or if it keeps or uses funds from non-Jordanians without approval.
14. A Fund (Support Association Fund) shall be created at the Ministry of Social Development to support associations/NGOs (including holding funds of dissolved associations).
15. Penalties are established for improper management of NGO funds. The responsibility lies with the financial manager and shall be not less than 100 JD and not more than 1000 JD. However, if the NGO accepts donations or funds from Jordanians without proper declaration/registration, the fine shall be not less than 500 JD and not more than 5000 JD. Any person who keeps or uses funds from non-Jordanians without registering, the fine shall be not less than 100 JD and not more than 10,000 JD plus the possibility of imprisonment up to three months.

9.0 CONCLUSIONS & RECOMMENDED ACTIONS FOR PAP

9.1 Conclusions

Organizational sustainability

Turnover of decision making trained personnel did not appear to be high at a number of NGOs (RSCN, JREDS, CSBE, JES, and JRF), with the exception of JOHUD which is experiencing a major re-organization.

Cost sharing was mentioned by a few NGOs, and is particularly documented by JRF. NGOs and CBOs should be helped to explore media partners and other partners for media campaigns. WEPIA gained a total of \$853,828 in cost-sharing from 2000-2004, and this critical element was part of their success.

Training for successful fundraising – plans, budgets, and links to international corporate funders - could be extremely helpful to NGOs, as JREDS mentioned.

Fifteen NGOs out of the total interviewed NGOs have a PR and/or Communication department and all of them have a written job description that either sent to the PAP staff or has been shown to the researcher during the interview. These NGOs are: RHAS, JFBPW, JREDS, JES, RSCN, FOEME, TREE, JEPA, JOHUD, JRF, HCCSD, JSSD, NHF-IFH, MSD, AIESEC.

Thirteen interviewed NGOs have specific fund raising activities. JHA, JEPA, the Tree, RSCN, JES, JREDS, JWU and JFBPW are depending on the membership fees as one income resource for their NGOs. The RSCN decide not to take any new grant/fund to start any new project, they rather focus on developing their current work during the next five years. JES, YMWA, and JHA did not have any certain amount of money that they need to raise fund to cover it.

The CCA do not have any fund raising activities that are planned to be done yearly, alternatively, they depend on RFPs announced by donors and they have 136 members, each member pay 1 JD per year.

FOEME and JOHUD just stated that they are writing number of proposals per year and they do fund raising activities but they did not speak about their activities.

CSBE was not clear; they just speak about some consultancy services that they are conducting. At the same time, the JSSD interviewee person was not sure about the fundraising activities done by JSSD; it seems that the decision is on the hand of the JSSD director.

MIRRA as a newly dependent NGO succeed on raising fund throw 3 proposals. On the other hand HCCD is just seeking to get 3 grants approved or on-going in order to ensure stability and financial balance. The HCCSD staff does not try to expand their income.

ARIJ is more depends on the income generated through consultancy services. AIESEC also depends on the income resources of the internship fees.

In general, throughout the researcher observation, NGOs forms partnerships in two cases:

1. For projects they are sharing their objectives or looking to achieve the same outcomes.
2. To implement projects which need technical specialization that one NGO does not have and can find it in another NGO.

JRF, AIESEC and JOHUD are in partnership for youth projects since JRF has the Youth Initiative Program, and JOHUD has Prince Basma Youth Resource Center and AIECES is a youth focus NGO. At the same time, JRF and JOHUD is in partnership as a technical teams to implement the Youth:Work Jordan Program which clearly mentioned at JRF while no one know about it at JOHUD. The Youth:Work Jordan is USAID Project running by the International Youth Foundation.

JRF, FOEME, The Tree and JREDS are in partnership with RSCN in order to facilitate their work in the eco-tourism sites, Dead Sea and in Aqaba. Additionally, the RSCN get benefit to develop their reserves through a joint project that they implement in collaboration with national NGO such as developing Ajlun Nature Reserve with JRF.

Mercy Corps has formed an institutional partnership with JRF and RSS when they implement the CBIWDM Project. At that time JRF was responsible to provide the reach, asses the CBOs and develop the grant manual and the training materials, while the RSS was responsible about the technical part related to water saving projects, and the technical assessments.

On the other hand Mercy Corps is in partnership with ZANID/JOHUD to implement the project of integrating disabled people with local community. Also, JOHUD is in partnership with MIRRA, GTZ, and CSBE to support JOHUD's Nature Resource Management Program.

IUCN forms institutional partnership with JRF, JOHUD, Arab Group for the Protection of Nature, Arab Women's Organization of Jordan, Friends of Archaeology Society, JES, Friends of Environment, RSCN, JREDS, UNIVERSITY OF JORDAN, and The Jordanian Society for Desertification Control and Badia Development.

Social marketing

The WEPIA Final Report states that WEPIA introduced social marketing to Jordan in 2001, so it has been nearly a decade. Most NGOs lacked skill in dealing with the media and in developing campaigns. Although the term, social marketing, still seems murky to many NGOs, many have developed sophisticated campaigns including RHAS, JRF, JREDS, RSCN.

9.2 Recommendations

Recommended interviews

- In February, an attempt was made to interview a NGO that has been involved in grey water projects, the International Islamic Network on Water Resource Development and Management. The NGO was not available for a meeting, but the Consultant believes they should still be interviewed.

Recommended training

- JHA – environmental awareness, water, energy, social marketing
- Those NGOs who are doing fund-raising can benefit from training and a better link to international corporate donors,
- In order to promote awareness, all non-environmental NGO partners would greatly benefit from workshops on water and energy, so that they establish a ‘fire in their belly’ approach to the critical nature of the topics,
- Management – both organizational and financial

Media Campaigns

- **Advocacy** – Continued of religious leaders in conservation, as they are very influential in communities, and further contact with Islamic groups, such as surveying those listed on the NGO Directory. Continued involvement with youth, particularly in universities, is also recommended, as they are more prone to activism than people with families who have less time and more responsibilities and they are more flexible in changing attitudes. Thus, environmental curriculums should be institutionalized and CCA’s and the Tree Association’s approach to students working in rural communities should be supported.

Networking

- **Empowerment of Women – USAID commented that the original proposal failed to tackle the issue of gender/empowerment of women at the institutional level.** The July 8th ECODIT/AED response notes that we fully agree that gender plays a pivotal role, that gender applies to both men and women, and that PAP will support both in key positions in NGOs and CBOs. Institutionally, training in communications and advocacy can empower women. At the CBO level, it was difficult to understand depth of gender issues, but the surveyors heard time and again, reinforcing the response from ECODIT/AED to USAID, that water, in particular, is an issue that most impacts women (and their household responsibilities). Presumably, men are in a much stronger position as farmers to control the larger use of irrigation water for crops (v. household gardens) and as hotel managers (as there are few female hotel managers anywhere in the world including Jordan). But lower level hotel housekeeping staffs utilize great quantities of water, and these positions have traditionally been filled by males, although hotels are trying to change the family perception of females working at hotels. Males also tend to be those in public spaces – such as outside apartment buildings – who are watering the streets and washing driveways.

Recommendation related to the Jordanian Law

- Establish public awareness of tax benefits related to corporate giving for water and energy conservation, to encourage donations.

Recommendation related to WEPIA’s impact

It is clear that some of the primary NGO stakeholders trained by WEPIA – RSCN, JES, JREDS, CSBE and Mercy Corps (not the respondent but another staff member) are still in high level decision-making positions within their respective NGOs. RSCN has established an ‘advocacy’ division, but there do not appear to be organizational positions labeled social marketing. However, their objectives continue to include public awareness for biodiversity protection. RSCN is not focused on water conservation, and felt that the WEPIA supported environmental curriculum had not been institutionalized.

JES had developed a social marketing position, but when the person left they did not refill it and it is unclear whether they plan to continue the position. CSBE is very focused on water and energy conservation, and they have continued the xeriscaping work begun under WEPIA (doing analysis of whether or not it is acceptable to Jordanians to use xeriscaping). They are operating the energy efficient 'green' house they developed in Aqaba (for rent to organizations for meetings), and they have sent out an RFP for the Abu Alanda Housing Competition that includes water conservation.

They also clearly believe in the importance of training (trained 70 municipal engineers on parks maintenance and currently working with IDARA), and they have held a greywater recycling workshop in Aqaba and Rum in association with the book they published (Greywater Use in the Middle East). However, when asked about social marketing, the respondent said he is 'not a big believer.' The organization seems more focused on technical training in the subject matter – energy and water – as their target market is urban planners, engineers, and designers (architects and landscape architects). JREDS is clearly the biggest supporter and enthusiastically sees very tangible benefits and results from WEPIA.

The Consultant recommends the following actions:

- Continued interviews of additional CBOs as illustrated on the CBO Directory to increase the sample, in order to better understand their capabilities interests, and partnerships,
- Continued interviews of some of the NGOs that were involved in WEPIA to test the sustainability of the interventions, including the Haya Cultural Center, which was not on our list, i.e., is the children's video, coloring books, art competition, etc. still being utilized, and the Farmers Association in the JV, which Dr. Amer also recommended.
- Analysis of WEPIA's National Water Campaign – what were the long-term results? If the results were positive, it should be re-enacted as one of the PAP campaigns in some format.
- Work to institutionalize the water conserving curriculums in schools, as the focus on youth provides PAP with an opportunity to change less entrenched behavior.
- Establishment of the TAG to better understand the NGOs capabilities from their inside perspective, giving depth to the PAP interview.
- Training in social marketing - list
- Training in environmental gaps - list

Complimentary but differing skills can be positively impacting on any project (ex., planning projects draw on multi-disciplinary team members, each working independently but also as a team.) For example, one idea for PAP, based on the survey information, is to fund a media audit (not a building audit, which USAID has discouraged) of a past water project, a tool often used in environmental social marketing to determine how a message has been delivered and perceived. The partners could be:

- IUCN – to provide technical environmental assistance, perhaps joint funding (IUCN has already done environmental training for journalists in Jordan),
- RSCN – to provide technical environmental training to journalists and communities through their experience with the Environmental Journalism Strengthening Program and their future environmental media guide – have partnered with IUCN in the past on changing behavior campaigns,
- ARIJ – to organize the training program for their media network,
- RHAS – working through their long reach into communities and effective communications strategies (Abu Saleem cartoon family) could use the resulting information to develop their plan and message for water conservation related to CBO health and welfare and link it to the media.

10.0 REFERENCES

USAID Outreach press release

WEPIA Final Report

Jordan's *Law on Societies* (Law 51 of 2008 as amended in 2009)

The International Center for Not-for-Profit law, Survey of Arab NGO Laws

The International centre for not-for-profit law, survey on the effects of the global economic crisis

John Green-smith study on the possible future developments strategies affects the national NGOs and CBOs

II.0 ANNEX A: DIRECTORY OF NGOS SURVEYED

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
Amman				
1.	Royal Health Awareness Society (RHAS)	Resouce Development Officer Farah Al Mawla 0777769902 5541899 fmawla@rhas.org.jo	Tuesday 12/1 3:30 Completed	
2.	Jordan Forum for Business & Professional Women (JFBPW)	CEO Rania Al Katib 5511647 ceo@bpwa.org.jo khatib.rania@gmail.com	Thursday 14/1 3:30 Completed	
3.	Global Environment Facility, Small Grants Program (GEF)	Senior Project Manager Munir Adgham 576173 munir.adgham@undp.org nc@gef-sgp.org.jo Programme Assistant Lara Nassar 0799023941 5676154 laraN@undp.org	Sunday 17/1 9:30 Completed	Donor, not NGO
4.	The Royal Marine Conservation Society of Jordan (JREDS)	Excecutive Director Fadi Sharaiha 0795703174 5676173 sharaiha@jreds.org Project & Awareness Maram Al Kilani 5676173 Ext. 19/20	Sunday 17/1 11:00 Completed Monday 8/2 1:00	
5.	Jordan Environment Society (JES)	Excecutive Director Ahmad Al-Kofahi 0796590500 5699844 akofahi@jes.org.jo	Sunday 17/1 2:00 Completed	
6.	The Royal Society for the Conservation of Nature (RSCN)	Director General Yehya Khaled 5359089 Yehya.khaled@rscn.org.jo Wild Jordan Director Communication	Monday 18/1 9:30 Completed	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
		Dina Batainah 0799666528 4633589/7 Ext. 29		
7.	Mercy Corps	Deputy Country Director Omar Al-Hmoud 5548570/1/2 0779820912 ohmoud@jomercycorps.org	Monday 18/1 12:00 Completed	Incomplete interview as the DCD did not have the answers – recommended a second interview with the COP Shadi Bushnaq 554 8570 but did not occur
8.	Friends of the Earth Middle East (FOEME)	Chairperson Munqeth Mehyar 5866603 0777548477 munqeth@foeme.org Duputy Director Abdel Rahman Sultan 0777280823 5066602 asultan@foeme.org Project Manager Baha Afaneh River Jordan baha@foeme.org	Monday 18/1 2:00 Completed	
9.	National Energy Research Center (NERC)	Energy Consultant Muhieddin Tawalbeh 0799050753 5344701 Ext. (2704) m.tawalbeh@nerc.gov.jo	Tuesday 19/1 12:30 completed	Semi-governmental organization, which also does consulting work, located on the Campus of the Royal Scientific Society (RSS)
10.	Tree Association (Al Shajarah)	Director General Fouad Srouji 0795119466 Fuad53@gmail.com Outreach Director Galyna Pryklonska 0777405479 gpryklonska@alshajarah.org	Tuesday 19/1 2:00 Completed	
11.	Jordan Exporters and Producers Association for Fruits and Vegetables (JEPA)	Executive Director Anwar Haddad 0796666212 5699631/2 ah@jepa.org.jo	Tuesday 19/1 3:30 Completed	
12.	Jordan Hashemite Fund for Human Development	Nature Resource Managemnt Program	Wednesday 20/1	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
	(JOHUD)	<p>Director Muttasim Al Hayari 5560741 Ext. 454 nrmp@johud.org.jo</p> <p>Deputy Executive Director/ Director of Operation Ma'n Jallamdeh 5560741 m.jalamdeh@johud.org.jo</p> <p>Communication Director Dana Shuqom 5560741 Dana.s@johud.org.jo</p>	<p>10:00 Completed</p> <p>Monday 25/1 1:30 Completed</p>	
13.	Young Muslim Women's Association (YMWA) – Center for Special Education	<p>The Director Rasha Nasrallah 0795604429 4207755/6/7 ymcsedu@nets.jo</p>	<p>Wednesday 20/1 12:00 Completed</p>	
14.	Jordan Hotel Association (JHA)	<p>General Manager Yassar Al Majali 5682356 5671691 jha@go.com.jo gm@johotels.org</p>	<p>Wednesday 20/1 2:00 Completed</p>	
15.	Jordan River Foundation (JRF)	<p>Deputy of the Community Empowerment Program Manager Mohammad Khatib 0777787873 5655207 mohammad_alkhatib@cep.jrf.org.jo</p> <p>Program Development Coordinator Lara Ebeddat 0795259665 Lara_ebeddat@cep.jrf.org.jo</p> <p>Organic Farming Coordinator Eng. Anwar Hallah 5655207 Anwar_hallah@cep.jrf.org.jo</p>	<p>Thursday 21/1 11:00 Completed</p> <p>Wednesday 3/2 12:00 Completed</p>	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
		Resource Development Department PR & Communications Manager Khadija Bitar 5933211 Khadija_bitar@jrf.org.jo PR & Communications Coordinator Sira Bajjali 5933211 Sira_bajjali@jrf.org.jo		
16.	Jordan Network for Environmentally Friendly Industries (JNEFI)	Ministry of Environment Prime Ministry Advisor Raouf Dabbas 5560113 Ext. 198 neet@nets.com.jo	Thursday 21/1 1:00 Completed	
17.	Hayat Center for Civil Society Development (HCCSD)	General Director Dr. Amer Bani Amer 0795911121 5377330 g.director@hayatcenter.org	Sunday 24/1 9:00 Completed	
18.	Center for the Study of the Built Environment (CSBE)	Director Stephen Mcilwaine 4615297 0777591269 mcilwaine@csbe.org Design and Planning Officer Joud Khasawneh	Sunday 24/1 12:00 Completed	Energy efficient demonstration house in Aqaba with ASEZA & WEPIA – tour They offered to rent the space to the ECODIT team for meetings or events.
19.	Community Centers Association (CCA)	President Dr. Sari Nasir 4392360 4388324 0795777911 cca@orange.jo Executive Director Dr. Fryal Saleh 4392360 0795604511 cca@orange.jo	Monday 25/1 9:00 Completed	
20.	Jordan Society for Sustainable Development (JSSD)	Project Manager Rami Saleh 5660606 074/5436137	Monday 25/1 11:00 Completed	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
		rami@jssd-jo.org		
21.	Jordanian Renewable Energy Society (JRES/ ESTEDAMA)	Vice Chairman Dr. Ghazi Khdairi 5694388/9 0777751099 g.khdairi@grpalfa.com General Manager Moh'd Al Ta'ani 0777418782 5336756 mtaaning@gmail.com	Tuesday 26/1 9:30 Completed	
22.	Methods for Irrigation and Agriculture (MIRRA)	General Manager Laith Al Waked 5583518 0795583518 Laith.waked@mirra-jo.org	Tuesday 26/1 11:00 Completed	
23.	International Union for the Conservation of Nature (IUCN) – Regional Office for West Asia	Regional Program Coordinator REWARD & Climate Change Peter Laban 0777888322 554912/3/4 Peter.laban@iucn.org Communications Officer Rania Faouri 0777888522 Rania.faouri@iucn.org Azraq Qasis Restoration Project Coordinator REWARD Programme Fidaa Haddad 0779902007 Fida.haddad@iucn.org	Tuesday 26/1 2:00 Completed	IUCN's office hosts Fair Trade Jordan
24.	Noor Al-Hussein Foundation (NHF), Institute for Family Health	Institute Director Dr. Manal Tahtamouni 5344190/2/3 Dr.tahtamouni@ifh-jo.org	Wednesday 27/1 9:00 Completed	
25.	Human Forum For Women's Rights (HFWR)	President Lamees Naser 5529024 0795579309 hfwr1995@gmail.com lamisnasser@yahoo.com	Wednesday 27/1 11:00 Completed	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
26.	Jordanian Women's Union (JWU)	General Manager Nadia Shamroukh 568 7037 Nadia_jwu@orange.jo	Sunday 31/1 1:30 Completed	
27.	Madaba for Supporting Development (MSD)	Ali Thnibat 0795800828	Tuesday 2/2 9:00 Completed	
28.	Arab Reporters for Investigative Journalism (ARIJ)	Excecutive Director Rana Sabbag 0795568222 rana@arij.net Head of the Investigative Reporting Department Saad Hattar 0796542233 4640406 saad@arij.net Programe Director Hanadi Gharaibeh 4640406 0795319493 hanadi@arij.net	Wednesday 3/2 10:00 Completed	
29.	The International Platform for Young People to Explore and Develop their Leadership Potential (AIESEC)	AIESEC Jordan Lana Baddar 0799876628 0777462589 Lana.baddar@aiesec.net	Thursday 4/ 2 9:00 Completed	
*****	The Permanent Agriculture Project – Care Foundation	Manager Eng. Mofleh Al Elwan 0777355624 The WIMS Project Manager Eng. Sameh Neamat 0777406597 The Directorates of Social Development - Filed Officer Wael Kherfan 0776138395	Monday 15/2 9:00 Completed	Phone conversation to clarify the content of the EMPOWERS Project – not a full interview
30.	The Jordanian Hashimate Fund for Development of Jordan Badia (JHFDJB)	The Head of Studies and Planning Department Ayman Sukhun 0799444668 5650671	Monday 15/2 12:00 Completed	

ECODIT Schedule	Organization – NGO	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
		sukhon@badiafund.gov.jo		
Other NGOs/Associations not Interviewed but Potential Future Interviews				
	International Islamic Network on Water Resource Development & Management	Excutive Director Dr. Bino CSBC has the contact information		
	Amman Chamber of Industry	H.E Hatem Al Halawani secretary: Rania Katao 4643001		
	Jordanian National Commision for Women	Asma Khader The secretary: Rania Khatib 0795978084		
	Royal Botanical Garden	Tareq Abu Taleb Executive Director		
	Jordan Society for Organic Farming	Dr. Moh'd Al Own 0776702090 0777463356		Cancelled the meeting
	Farmers Union	Suliman AL Ghezaui 0795500033		
	The Specific Union for Farmer Women In Jordan	Zainab Al Momani 0777614126		
	Amman Institiute for Urban Development			
	Center for Arab Women for Training and Research			

12.0 ANNEX B: DIRECTORY OF CBOS SURVEYED

(Interviews were conducted in Arabic.)

ECODIT	Organization – CBOs	Location (R-rural or U-urban)	Person Interviewed/ Contact Info	Date and Time of the Interview	Notes
Completed Interviews					
1.	Al Shomarieh Society	Amman Governorate – Al Shomarieh Village(R)	President: Suliman Abu Galyoun 0796130768 Ahmad Abu Khamees Vice President: 0785741301	Tuesday 12/1 2:00 Completed	
2.	Jerasya Women's Charity Society	Jerash Governorate – Al Rashaydieh Village (R)	President: Jaleeleh Smadi TEL: 026345518 FAX: 026351448 0777346085	Monday 1/2 9:30 Completed	
3.	Al Musharfieh Charity Society	Jerash Gov. – Al Musharfieh Village (R)	President: Hamad Al Akaleek 026325686 0777945904	Monday 1/2 11:30 Completed	
4.	Gafgafa Charity Society for Social Development	Jerash Gov. – Gafgafa Village (R)	President: Moha'd Harahsheh 026351448 0795343339	Monday 1/2 1:30 Completed	
5.	Al Deera Cooperative	Madaba Gov. – Lib Village (R)	President: Musa Al Hrut Field Officer: Ali Al Hrut 077781837	Monday 2/2 10:00 Completed	NEF Qudorat Project
6.	Mleeh Charity Association	Madaba Gov. – Mleeh Village (R)	President: Kamal Qbeelat 0777207994	Monday 2/2 12:00 Completed	
7.	Water Users Association	Jordan Valley – Northern Shuna (R)	President: Suliman AL Ghezau 0795500033 Ali Al Ghezau 0795550070	Monday 10/2 10:00 Completed	
8.	The South Society for Special Education	Ma'an City (U)	The Chairman Matar Abu Rakheych TEL: 03 2133253 FAX: 03 2133252 0777244883	Thursday 18/2 11:30 Completed	

Possible Future Interviews					
	The Ladies of Jordan Badia	Madaba – Nitil Village (R)	President : Um Zaid 0795738095		Recommended by the MSD
	The Christian Women	Madaba City (U)	Bothaina Gheshan 0777286089		Recommended by the MSD
	Al Iman Cooperative	Jerash – Souf Refugee Camp	Mujahed Kamel Al Azb 0795216613		Recommended by GEF/ solar energy
	Al Jadedah Charity Association	Karak Gov. – Jadedah Village (R)	Taha Al thnibat 0795507593		Mercy Corps list
	Rakeen Women Charity Society	Karak Gov.– Rakeen Village (R)	032324330		JOHUD – supported by KVINNA TILL KVINNA
	Women Cooperative Association	Karak City (U)	Rafqah doudeen 0795999531		Mercy Corps List
	Karak Agriculture Cooperative Association	Karak Gov. – Zahoom Village (R)	Haroun Malahmeh 0795611612		Qudorat JOHUD List
	Al Reef Women Cooperative Association	Ajlun Gov. – Anjarah Village (R)	Amal Smadi 0777336741		Qudorat JRF list Mercy Corps List
	Ebein Women's Cooperative	Ajlun Gov. – Ebeen Village (R)	0777780922		Qudorat JRF list
	Aidoon Charity Society	Irbid Governorate – Irbid City (U)			WEPIA Grant for reservoir, canals, drip irrigation systems
	Wadi Al Rayan Women Charity Association	Irbid Governorate – Al Rayan Village – (R) Northern Shuna	Muyasar Al Khatib 0796800553		Mercy Corps List
	Al Wadi Al Khaseeb Cooperative Association	JV – Dir Allah Village (R)	Baker Barrakat 0777781832		Qudorat JRF List
	Gharandal Charity Society	Tafielah – Gharandal Village (R)			
	Bsaira Charity Association	Tafielah – Bsaira Village (R)	Dr. Jihad AL Roufa' 0777780210		Mercy Corps List

I 3.0 ANNEX C: SAMPLE OF SURVEYS OF NGOS

(All others will be featured as attachments.)

Interviewers Sandra Chesrown, Consultant to ECODIT
Maha Durgham, ECODIT

Date/# of Interview **January 12, 2010 – Interview #1**

NGO/ASSOCIATION INFORMATION

Name of NGO **Royal Health Awareness Society (35 minutes)**
Name/Position of Interviewee Farah Mawla, Resource Development Officer
Address PO Box 699, Amman, Jordan 11821
Registered under Ministry of Social Development
Contact information

Telephone: 554 1899	Fax:	E-mail: fmawla@rhas.org.jo
Key person's mobile number: 077 776 9902		

Type of NGO (bold below)

Environmental	Women	Tourism	Economic Development
Agricultural	Youth	Health	Other/Education

INTRODUCTION

Jordan is experiencing a serious long-term energy and water shortage. In order to raise public awareness and improve conservation, USAID is funding the Jordan Public Action in Water, Energy, and Environment Project. We are working with the contractor, ECODIT, to implement Phase 1. Our goal is to understand how to structure a creative communications program that will result in positive behavioral change to save water, to save energy, and to improve solid waste management. We would like to hear about your interest and experiences – both successes and failures.

Our objectives are:

1. *To understand what your NGO does and your capabilities and/or interests,*
2. *To understand the types of programs that work or don't work, and the barriers to effective communications.*

We very much appreciate approximately one hour of your time today and ask for your cooperation in responding to our questions. Thank you!

Part 1: Profile of NGO's Sustainability

8. Gender of Interviewee

- Male
- ✓ **Female**

9. How many years of experience does your NGO have (when did it begin)?

- Less than one year
- ✓ **One year to five years (began 2005 under HRH Queen Rania)**
- More than five years

10. Does your NGO have an educational outreach mandate? *Yes/No*
Established to help Jordanians adopt healthy lifestyles and behavior; raise health awareness
11. How many years have you been at the NGO?
- Less than one year
 - ✓ **One year to five years**
 - More than five years
12. What is the number of staff employed by the NGO? **26**
13. Does your staff have written job descriptions or work plans? *Yes/No*
14. Could you provide a sample? ***Provided***
15. Does your organization have members? *Yes/No* ***Just launched membership program for Friends of RHAS, but still being formalized.***
16. If Yes, how many? **NA**
17. Do they pay membership fees? *Yes/No* ***Under consideration; also launching a fee-based Health Newsletter***
18. Does your staff raise funds for operations and/or programs? *Yes/No*
19. Does your staff write a certain number of grant proposals per year? *Yes/No*
She authors the proposals. Raise money locally with the private sector and internationally with the donors. Proposals follow the donor RFPs. Have successfully raised money from the World Diabetes Foundation, Safe Kids International, Johns Hopkins U/USAID.
20. How can you describe your NGO's financial management skills?
- a. Develop a short budget with general categories
 - ✓ **b. Develop a detailed budget with specific programs (line items)**
21. Does your NGO develop an annual training plan? *Yes/No*
The NGO operates within a Strategic Framework that includes work plans and action plans. Their Strategic Plan includes training of Ministry staff, specifically Health and Education. They always use pilot programs and their goal is to constantly increase the number of schools.

Part 2. Profile of NGO's Technical Skills – Management, Social Marketing, Environmental Awareness

22. Training - In the past five years, have you or your staff attended any training program/workshop on one of the following topics (please check all that apply):

	Effective communications, presentations/technical report writing		Web design or maintenance
	Public relations		✓ Media Advocacy/effective press release writing
	Social Marketing		Environmental Awareness

	Human Resource Management		Water Savings (rain harvesting, cistern construction, Xeriscaping/native planting, greywater or re-use)
	✓ Project Management		Energy Savings (solar, wind, building design, energy audits, carbon credit trading, transportation)
	Grants Management or Fundraising		Solid Waste – Recycling, Littering
	Sanitation & Hygiene Promotion & Awareness		Agriculture – re-cropping, irrigation, maintenance, groundwater protection
	Environmental Curriculum Writing		Financial Management/Budgeting
	Research Methodology		✓ Monitoring and Evaluation
	✓ Workshop Facilitation		Study Tour Design

23. Certification - Do you or the staff have any of the following certificates in training or/and management (check as many as are appropriate)

	Training of Trainer		✓ Project Management Professional
	Master Trainer		Environmental Trainer
	Communications/Presentations		
	LEED Certification		Other

24. What is your personal experience with social marketing (a systematic method for creating long-term behavior change that results in a social good, as opposed to commercial marketing where the primary goal is financial gain)?
Yes, has heard of it; no personal experience.
25. Have you ever received technical training on conducting a social marketing program?
Yes/ No (but in a way they have)
26. Does your NGO have a specific staff for social marketing, public relations, and/or communications? **Yes/No**
They have a Media Advisor.
27. How many staff members? **One (1) – full time staff**
28. Does the staff have written job descriptions or work plans? **Yes/No**
 If yes, please provide us with copy. **She will email – FOLLOW-UP>**
29. Did your staff conduct any communications or social marketing activities or media campaigns? **Yes/ No**
Media Campaigns
30. If yes, what was the targeted group(s) - please circle:

Youth	Women	Families	Hotels
Farmers	Municipalities	CBOs	Other

31. What kind of program was implemented?

'Healthy Schools' under Madrasati, worked with 62 public & private schools – of those 62, 35 were accredited as 'healthy schools' due to their behavior change (standards with evaluation criteria and review and monitoring were set by NGO with Min of Health, Min of Environment, WHO, UNICEF). Example: Schools eliminated junk food/sodas from their menu. Schools are scored and receive a Gold, Silver, or Bronze accreditation. (Did one topic per month - Breast Cancer Awareness, Other Cancer - Campaigns against Smoking, Over-eating/Obesity, Mental Health, Diabetes, Cardiovascular 'KAFA (enough)' – promoted traffic safety through awareness and behavioral change; includes KAFA Youth Traffic Ambassadors Project, KAFA Kids Junior Road Safety Club Project, and KAFA for All using the media to spread traffic awareness including no speeding, seat belt usage, no lane maneuvering, stopping at red lights, no drinking and driving, no texting/mobile phone usage while driving

Global Micro Clinics Program– Diabetes rate is rapidly increasing in Jordan (13% in 2005, 16% in 2007). Goal is to establish 300 micro-clinics, each with 3-8 diabetic patients who work with a medical counselor to manage their diabetes/improve it. Participants showed a marked decrease in sugar level due to behavior changes and were able to reduce their insulin levels.

King Abdullah II Award for Physical Fitness – Heart disease is the main cause of death in Jordan – major risk factor is little physical activity. This school based initiative targets 9-16 year olds to encourage activity and foster behavioral change away from TV, computers, etc.

National Health Campaign – Study by Min of Health indicated a low awareness level as to risk factors and behaviors regarding chronic disease; established a typical Jordanian family called 'Abu Salim', tailored to national health priorities.

Think First – Curriculum targets behavior of 4-16 year olds to educate youth about risk-taking and awareness of the results: spinal cord injuries, pedestrian/vehicular safety, choking, weapons safety, and environmental safety.

32. When did they occur? **2008-2009**
33. What was the budget? **JD 536'327.00**
34. Who funded the program? **The King Abdullah Fund for Development (Abu Saleem campaign funded with assistance from the World Health Organization); Global Micro-Climates World Diabetes Fd. & UC Berkeley**
35. Did your NGO have any links with policymaker(s) such as ministries? **Yes/No**
36. If yes, which ones? **Ministry of Health, Ministry of Education, Ministry of Planning**
37. Did you partner with other NGOs to either fund/ implement the activities? **Yes/ No**
38. If yes, which ones? **INJAZ (youth/economic environment, Jordan River Fd./Madrasati program, LCD-anti-smoking (also Johns Hopkins University), AED, Children's Museum**

MAHA KHATIB - Other partners CopyWrite (?), Idea Advertising, Jordan Television/JTV, Media Plus, Newspapers (Al Rai, Al Dustour, Al Ghad, Al Arab Al Yawm, Jordan Times, Petra, Ammoun, Saraya, Star –one with environmental supplement, Al Ordon Ard Shifa'a; Magazines – Luxury, Family Flavors, Living Well, Layalina, VIVA, U, JO; Radio – Amman FM, Beat, Mood, Mazaj FM, Rotana, Energy, Fann, Amin

FM, Hayat FM, Sawt El Ghad, Al Balad FM, Sawt Al Madina, Wattan, Nas FM, Play FM, Jordan Radio, Yarmouk FM

39. Do you have a board member who is technically knowledgeable about communications/ social marketing or media campaigns? **Yes/No**
40. If yes, could you provide a name and contact information? **Yes, emailed Dr. Isam Saket**
41. Do you get help from volunteers? **Yes/No**
They have a network of youth (17-23) volunteers who do advocacy for health policy and We Are All Jordan campaign (medical community lectures).
42. What promotional material did your NGO produce for the outreach of this program/project?
Cartoons, health guide, media campaign – they do a LOGO for each project
 Could you provide us with copies? ***They provided their brochure and 2007-2008 annual report - will send more including Abu Saleem cartoon info, the Think First campaign (accidental injury/schools), the Traffic Kit for the Junior Roads Safety Club campaign – FOLLOW-UP***
-
43. Were the campaigns implemented through:
- ✓ ***The help of a consultant/ technical assistance (staff involved)***
 - Totally by a consultant/ technical assistance or a private services provider
 - Totally by the NGO staff
44. Has your NGO developed any project or program related to saving water and/or energy, and/or managing solid waste, and/or **other environmental issues**? **Yes/No (Note – Environmental Safety under Think First.)**
45. If yes, what was the project name and which area did it address - saving water, saving energy, managing solid waste, or another environmental area? **NA**
46. Was the program successful in changing attitude/behavior? ***Since no, changed question to were your health programs successful in changing attitude/behavior? Yes/No***
47. If yes, how do you know? ***Market Survey – They used EPIC/four month market survey/interviewed 1000 people about Abu Saleem’s impact. Nielsen recently completed an evaluation – excellent feedback on cartoon. The survey indicated that participants changed at least one every day behavior (could be one of our indicators).***
48. If no, why do you think that your NGO did not succeed in changing people’s attitude/behavior? **NA**
49. Have any of the implemented projects continued? **Yes/No**
50. If yes, why (continued funding, staff initiative, etc.)? **Both**
51. If no, why did the project end? **NA**
52. Can you provide us with a copy of your ‘success stories’? ***They will send their 2009 Annual Report, which will be published in two weeks – FOLLOW-UP.***
53. Which of the following does your NGO use to promote projects? (check appropriate)

✓	<i>E-mail communication</i>	✓	<i>Flyers</i>
	SMS messages (text messages)		Bumper stickers
	Blog Sites	✓	<i>Street boards/billboards</i>
✓	<i>Website</i>	✓	<i>Banners</i>
	You Tube or Twitter	✓	<i>Television (ads or talk shows)</i>
✓	<i>Newsletter</i>	✓	<i>Radio (public service announcements)</i>
✓	<i>Guides or Booklets</i>	✓	<i>Films/Video/DVD</i>
✓	<i>Posters</i>	✓	<i>T-shirt Design (& CAPS)</i>
✓	<i>Brochures</i>	✓	<i>Newspaper</i>
		✓	<i>Other (Book Bag)</i>

54. Do you currently partner with any local or regional association/ NGO regarding saving water, saving energy, solid waste management, or other environmental areas? *Yes/No*

55. If yes, what is the name and the contact information for this association/ NGO? *NA*

Miscellaneous Comments

They are happy to share the Abu Saleem family as an energy/water saving tool with us or any NGO. They also might be interested in implementing with us – would like to know about the RFP to review it.

14.0 ANNEX D: RECOMMENDATIONS - TECHNICAL ADVISORY GROUP (TAG)

This chart of names was derived from the survey. Each NGO was asked whether or not they could recommend someone from their board or other affiliation who would be a productive member of such a board to advice the ECODIT project in the future.

ECODIT	Board Member or Other NGO Advisor	Position/ Institution	Contact Information	Recommended by
	Roda Abu Tawa		roda_s@yahoo.com	JFBPW
	Rabha Safadi	Pres. and Head of Social Committee	rabha@batelco.jo	JFBPW
	Nina Mufleh	Modern Media Agency	Tel: +962-6-4658209	RHAS
	Razan Goussous (Dr. Isam Saket?)	Modern Media Agency	Mob: +962-7-97171277 razan@modernmedia.jo	RHAS
	Princess Basma bint Ali			JERDS
	Dr. Mohammed Masarha	President of JES & Dean, Intl. Relations, U of Jordan- Faculty of International Studies	Tel. 5699844 Res. 4710920 Fax: 5695857 masalha_parl@yahoo.com	JES
	Rana Al Naber	Head PR, Australian Embassy	5807007 rana.naber@gmail.com	RSCN
	Dr. Mohammed Wahib	Hashemite University, A. Ayyad, private business person	0795626510	FOME
	Andrea Attalah	Designer	0777641000	The Tree Association
	Eng. Muhieddin Tawalbeh	Energy Consultant- (NERC)	079 905 0753 m.tawalbeh@nerc.gov.jo	
	Eng. Ala Qhewi	(NERC)	534 4701, x 2704	NERC
	Mazen Hamarneh	Member at JEPA	0777762331 Mazen.hamarneh@yahoo.com	JEPA
	Basil El-Deek	Chairman - JEPA	0795911911 deek@nol.com.jo	JEPA
	Lara Jundi	Graphica, media company		JRF
	Rana Jundi	Mint, media company	5560925	JRF
	Professor Abdullah Al Hiniti			ESTEDAMA
	Fouad Srouji	The Tree Association	0795119466 Fuad53@gmail.com	MIRRA
	The National Committee of IUCN (JRF, JOHUD)			IUCN
	H.E Khaled Irani			NHF- IFH
	Raji Hattar	AL ROWAD Initiative- ARAMEX		AIIESEC

ECODIT	Board Member or Other NGO Advisor	Position/ Institution	Contact Information	Recommended by
	Rania Salfiti	Umniah		AIESEC
	NOQUL Group			AIESEC
	Rula Qmea	Freelancer from Lebanon		HFWR